



J.R.D. TATA

THE QUIET CONQUEROR





The route to your roots

J.R.D. TATA

A reputed national airline, world-renowned scientific and medical institutions, an industrial empire catering to a nation's needs from tea to trucks and from cosmetics to common salt – how did he achieve so much? With hard work, humility and value for tradition, but also with an overwhelming desire for progress. Moreover, his spirit of adventure soared higher than the planes he so skilfully piloted.

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The script is based on the book, *Beyond the Last Blue Mountain - A Life of J.R.D. Tata* by R.M. Lala, published by Penguin Books India, New Delhi, 1992.

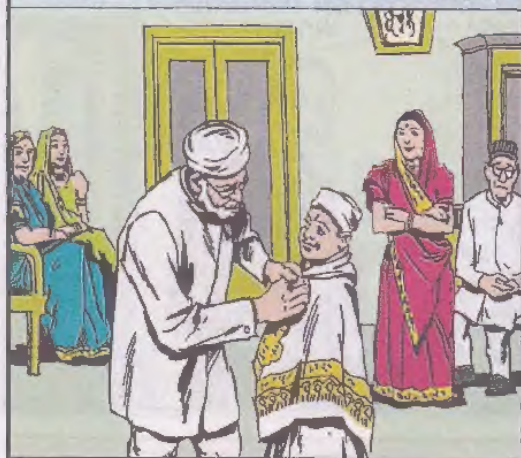
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J.R.D. TATA THE QUIET CONQUEROR

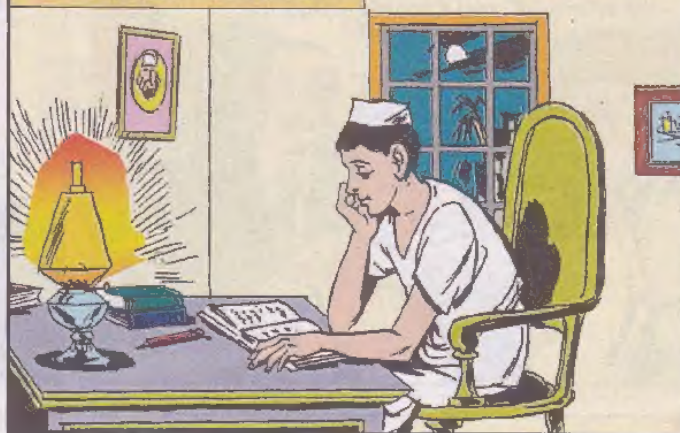
THE YEAR, 1839. THE PLACE, NAVSARI, THE CENTRE OF LEARNING, TRADITION AND FAITH FOR THE FOLLOWERS OF ZARATHUSHTRA. JAMSETJI NUSSERWANJI TATA WAS BORN IN A FAMILY OF PARSI PRIESTS.



AS SOON AS HE CAME OF AGE, JAMSETJI WAS ORDAINED A PRIEST.



AT THE AGE OF 14, JAMSETJI CAME TO BOMBAY, JOINED ELPHINSTONE COLLEGE AND GRADUATED AS A 'GREEN SCHOLAR'.



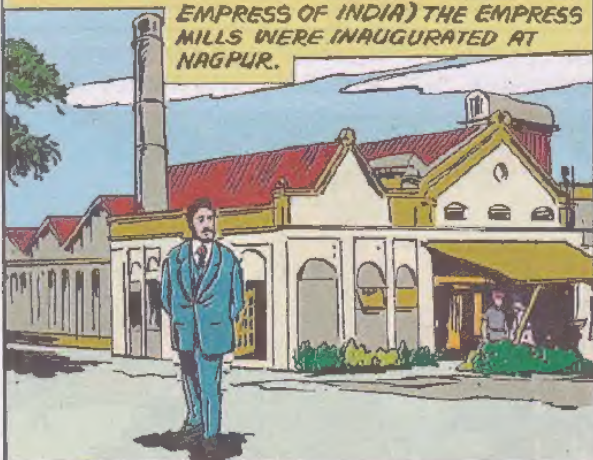
BY THE AGE OF 29, JAMSETJI BEGAN HIS TRADING WITH A PRIVATE FIRM. HIS PIONEERING SPIRIT LED TO A CAREER IN TEXTILES.



HE DID BELIEVE. SO WITHIN TWO YEARS, IT WAS RUNNING VERY PROFITABLY. IT WAS TIME TO PLAN AHEAD.



BUT JAMSETJI WAS A MAN OF VISION AND ENTERPRISE. ON JANUARY 1, 1877 (THE DAY QUEEN VICTORIA WAS FORMALLY PROCLAIMED EMPRESS OF INDIA) THE EMPRESS MILLS WERE INAUGURATED AT NAGPUR.

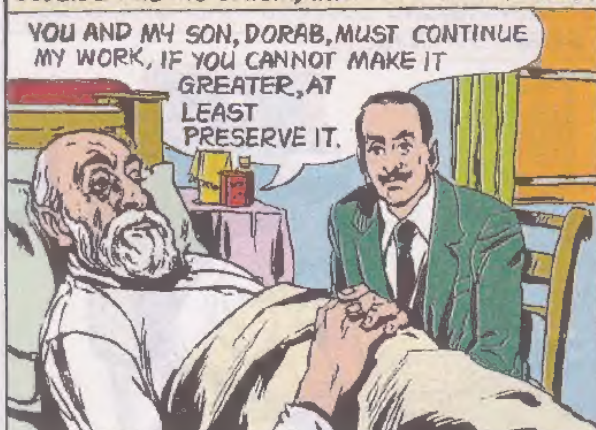


EAGER TO USHER INDIA INTO THE AGE OF INDUSTRIALISATION, JAMSETJI CONCEIVED OF THE FIRST STEEL PLANT, THE FIRST HYDRO-ELECTRIC PROJECT AND A UNIVERSITY OF SCIENCE. IN 1887 HE SET UP TATA AND SONS.



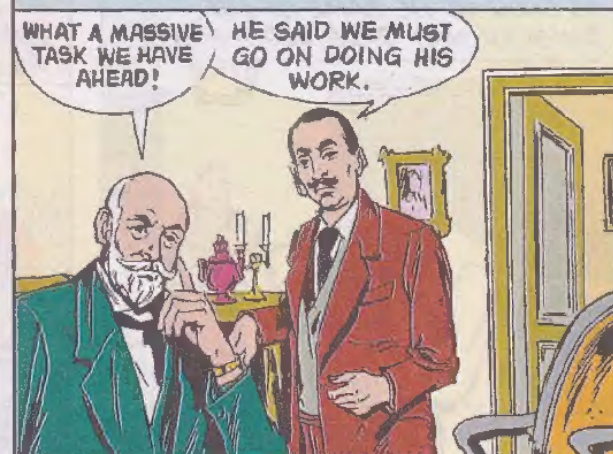
WE WILL BUILD A CITY OF STEEL WITH WIDE STREETS PLANTED WITH SHADY TREES, LAWNS AND GARDENS, TEMPLES, MOSQUES AND CHURCHES.

BUT SOME OF HIS DREAMS WERE NOT FULFILLED WHEN IN 1904, AT BAD NAUHEIM IN GERMANY, HE FELL SERIOUSLY ILL. AT HIS BEDSIDE WAS HIS COUSIN, RATANJI DADABHOY OR R.D.



YOU AND MY SON, DORAB, MUST CONTINUE MY WORK, IF YOU CANNOT MAKE IT GREATER, AT LEAST PRESERVE IT.

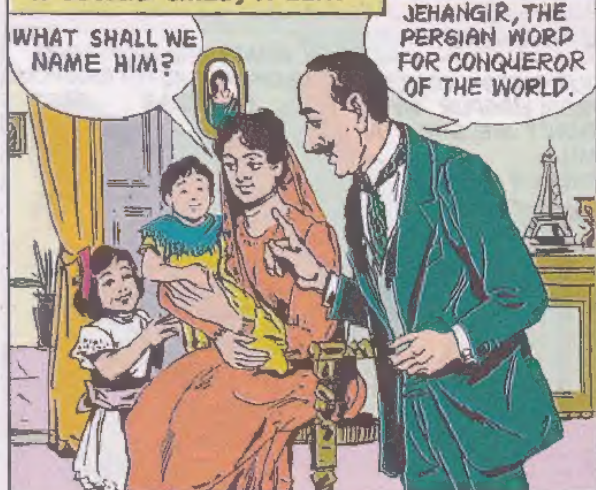
JAMSETJI DIED ON MAY 19, 1904. R.D. WAS AT HIS BEDSIDE BUT AGREED TO WORK TO FULFIL THE WISHES OF J.N. TATA.



WHAT A MASSIVE TASK WE HAVE AHEAD!

HE SAID WE MUST GO ON DOING HIS WORK.

SEVENTY ONE DAYS LATER, IN PARIS WAS BORN TO R.D. AND HIS LOVELY FRENCH WIFE SOONI, A SECOND CHILD, A SON.



WHAT SHALL WE NAME HIM?

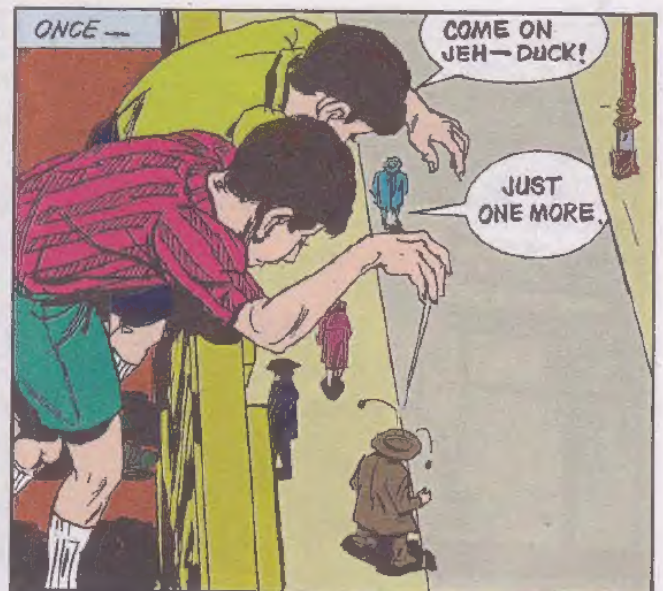
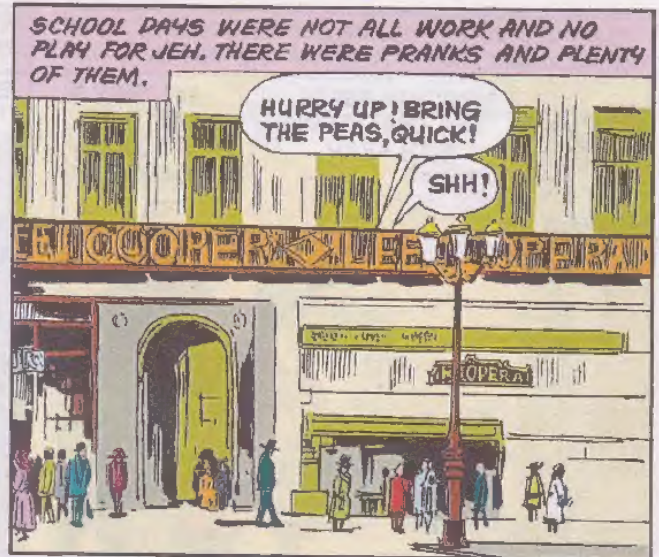
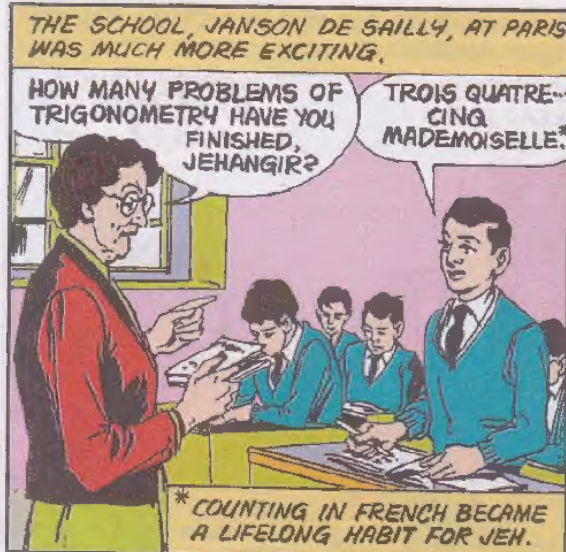
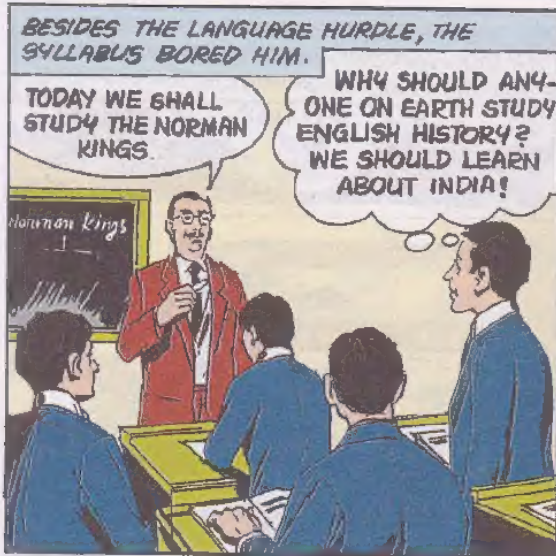
JEHANGIR, THE PERSIAN WORD FOR CONQUEROR OF THE WORLD.

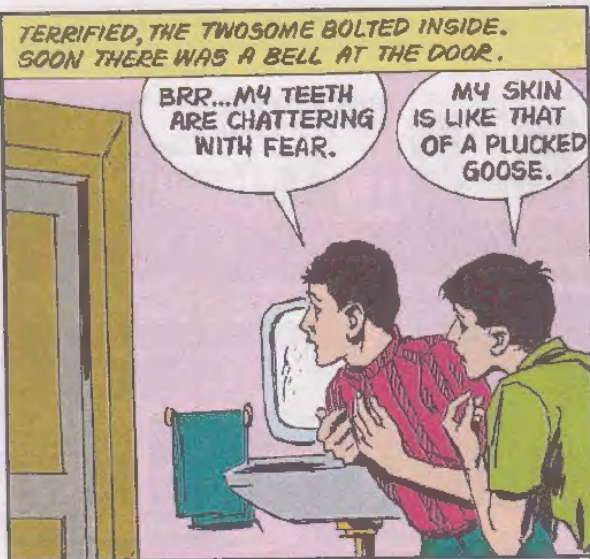
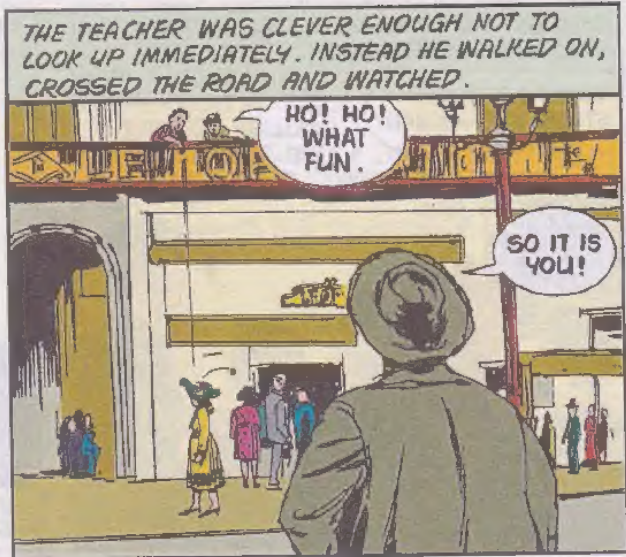
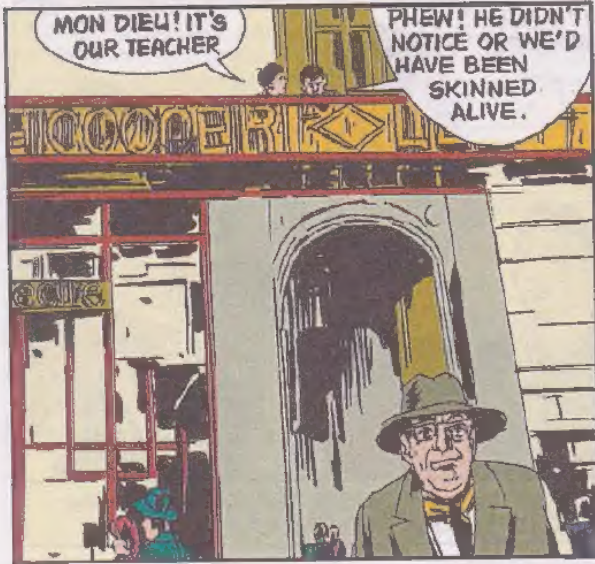
JEHANGIR DURING HIS CHILDHOOD KEPT SHUTTling BETWEEN MUMBAI AND PARIS WITH HIS FAMILY.



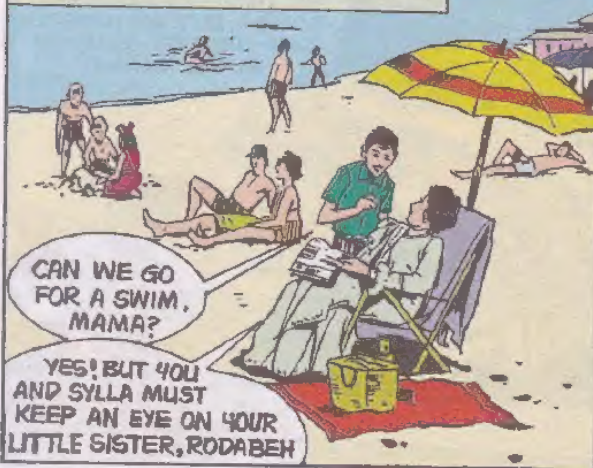
JEHANGIR! YOU ARE BETTER AT FRENCH THAN AT ENGLISH.

WE SPEAK FRENCH AT HOME, MADAME.





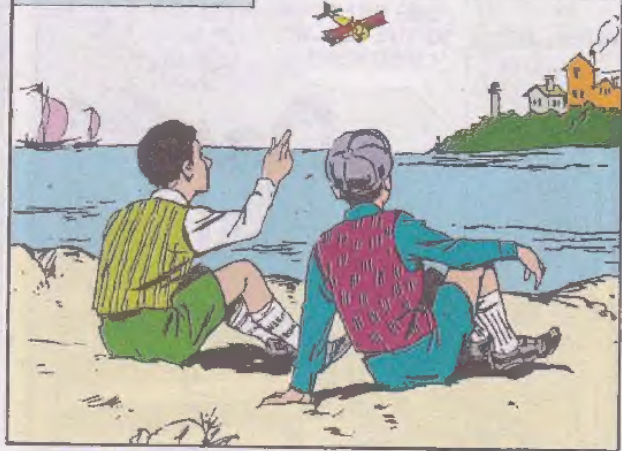
EVERY SUMMER THE FAMILY WENT TO THEIR HOUSE AT THE BEACH RESORT OF HARDELOT ON THE WEST COAST OF FRANCE.



CAN WE GO FOR A SWIM, MAMA?

YES! BUT YOU AND SYLLA MUST KEEP AN EYE ON YOUR LITTLE SISTER, RODABEH

HERE JEK FOUND A SPECIAL FRIEND WHOSE FATHER WAS THE LEGENDARY LOUIS BLERIOT, THE FIRST TO FLY ACROSS THE ENGLISH CHANNEL IN 1909.



THERE WAS GREAT EXCITEMENT ON THE BEACH WHEN A BLERIOT PLANE WAS SIGHTED WITH ITS CHIEF PILOT, ADOLPHE PEGOUD, AT THE CONTROLS.

LOOK! HE'S DIVING!



PEGOUD BECAME WORLD-FAMOUS AND THE FIRST TO LOOP THE LOOP.

OH GOSH! HE'S MAKING A LOOP.

A LIFE-LONG AFFAIR WITH FLYING BEGAN ON THAT BEACH.

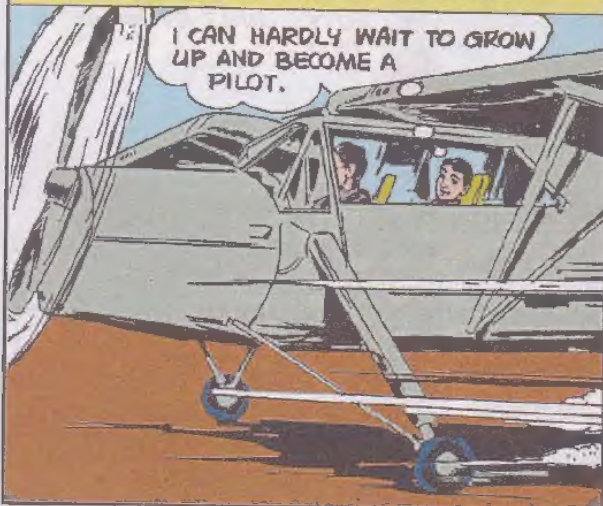
HOW WONDERFUL IT MUST BE TO FLY IN THE SKIES!



COME, JEK, LET'S PUSH THE PLANE INTO THE HANGAR.

ONE DAY A PROFESSIONAL PILOT OFFERED TO GIVE JOY RIDES. JEKANGIR WAS, OF COURSE, THE FIRST TO BE SELECTED.

I CAN HARDLY WAIT TO GROW UP AND BECOME A PILOT.

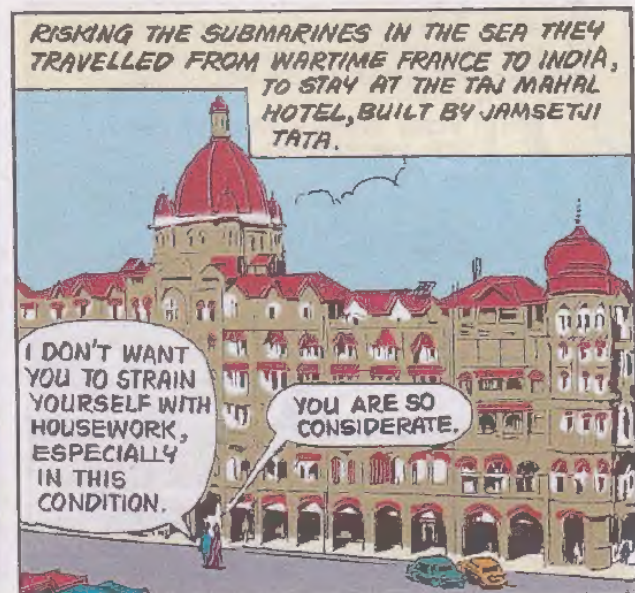
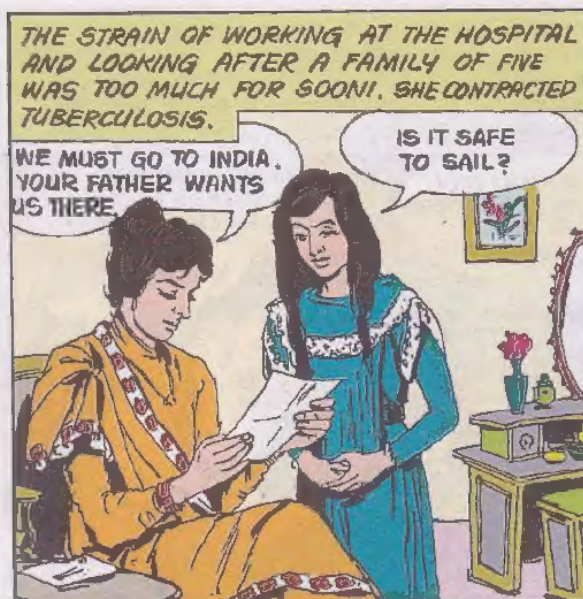
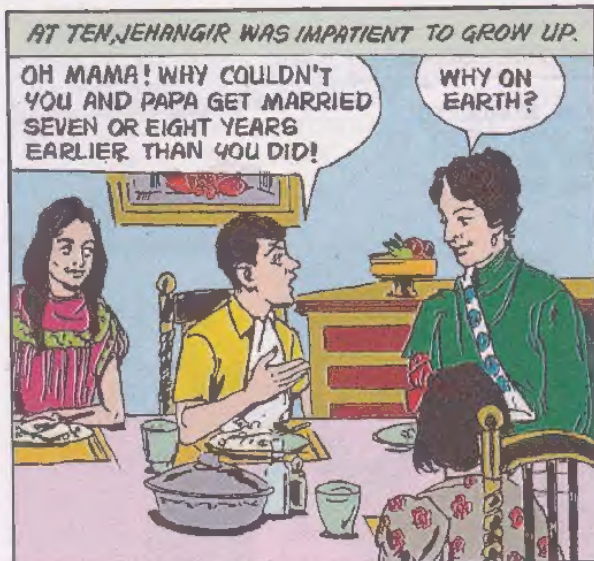
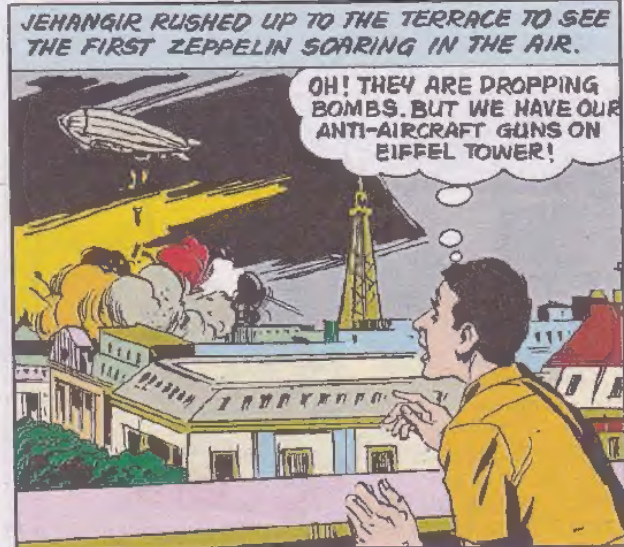
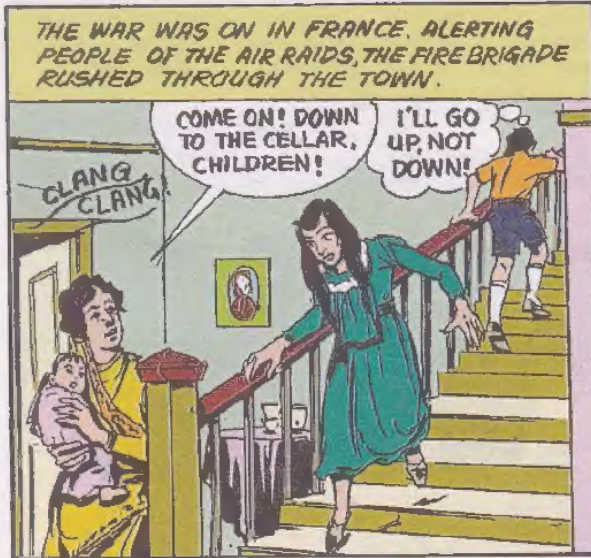


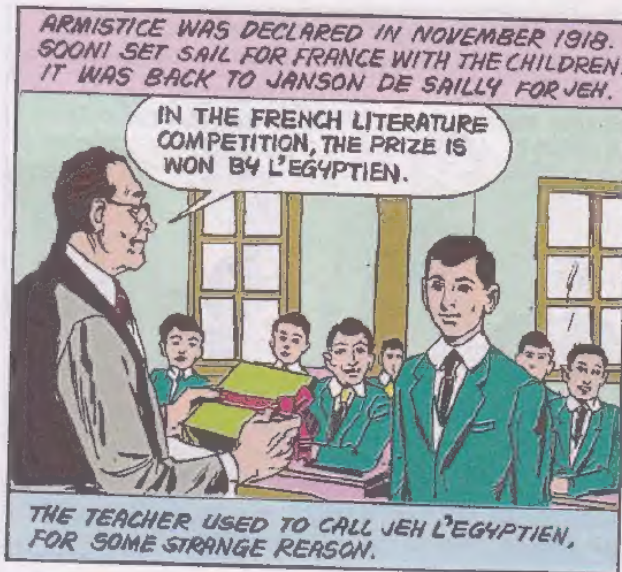
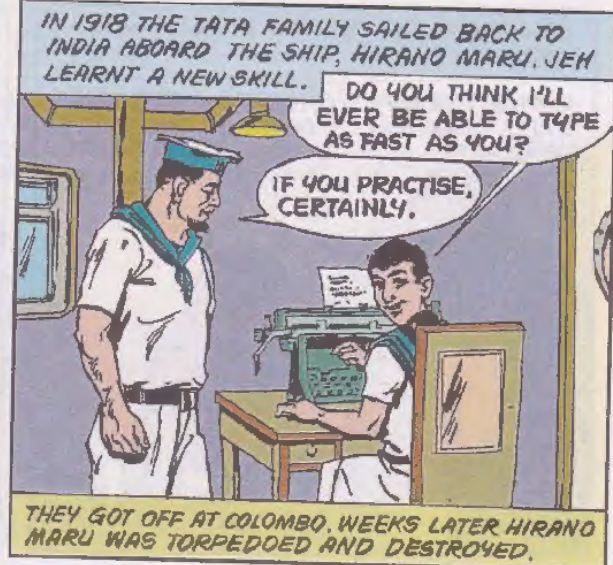
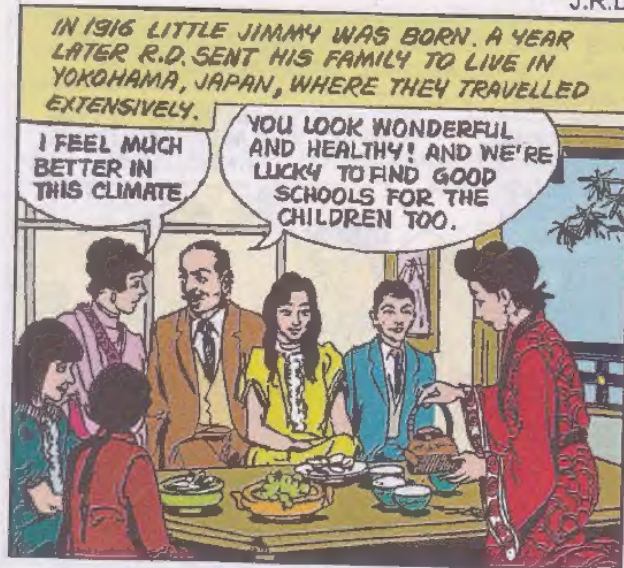
IN 1912, DARAB WAS BORN. WHEN THE FIRST WORLD WAR BROKE OUT IN 1914 THE THREE ELDER CHILDREN WERE HOLIDAYING WITH THEIR GRANNY IN SWITZERLAND. THEIR MOTHER CAME TO RECEIVE THEM ON THEIR RETURN.

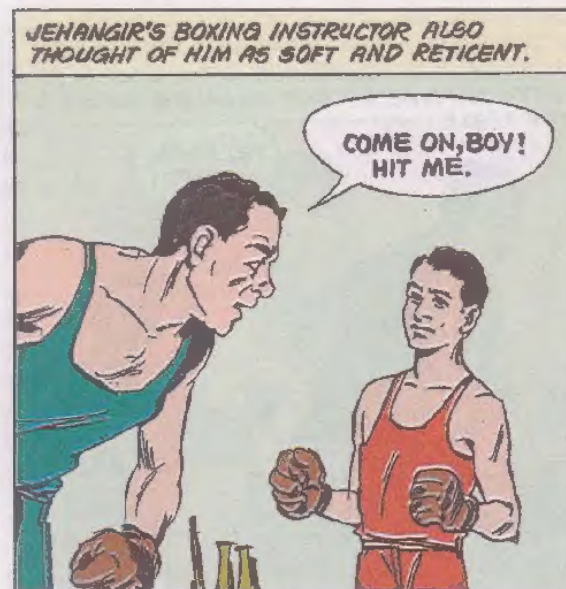
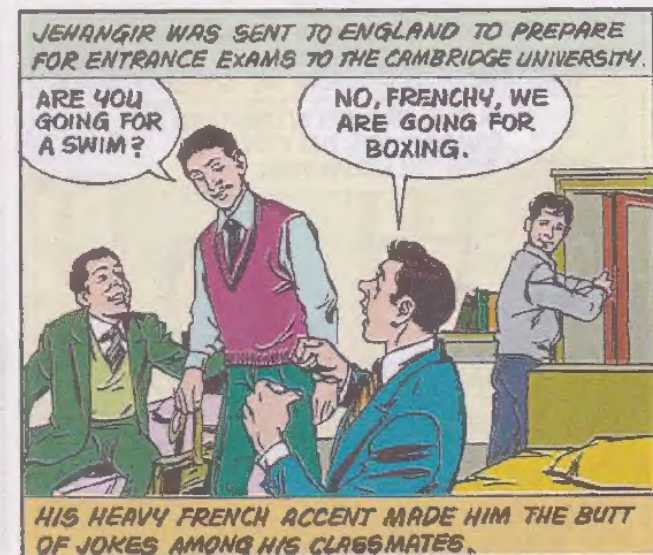
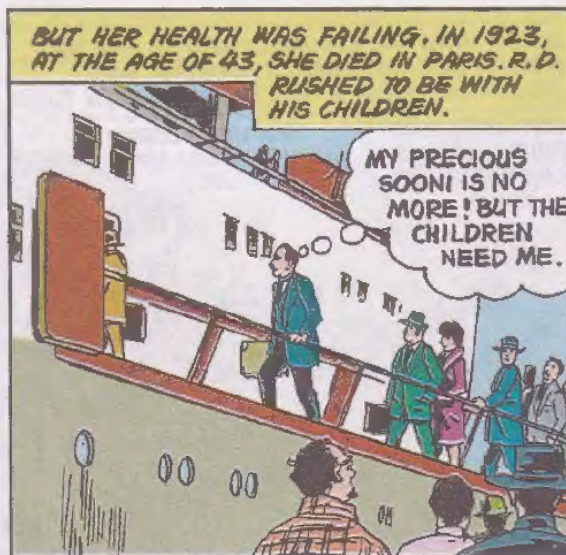
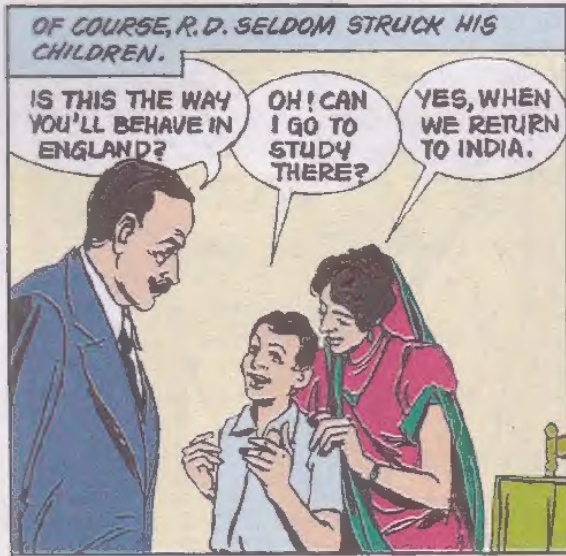
MAMA! WHY ARE YOU DRESS-ED AS A NURSE?

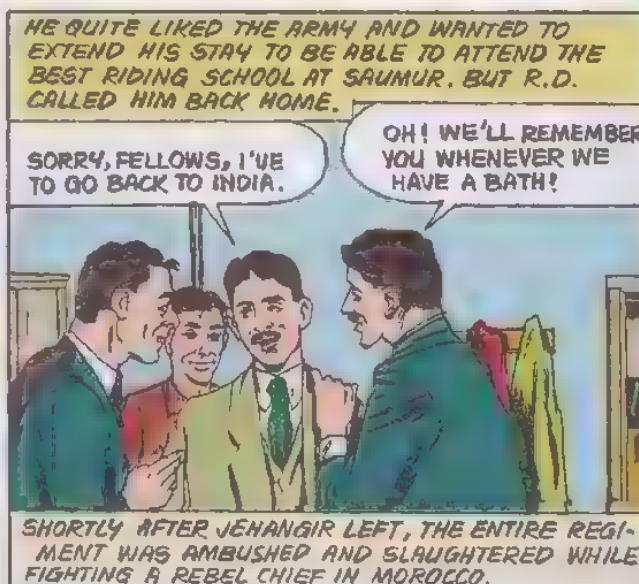
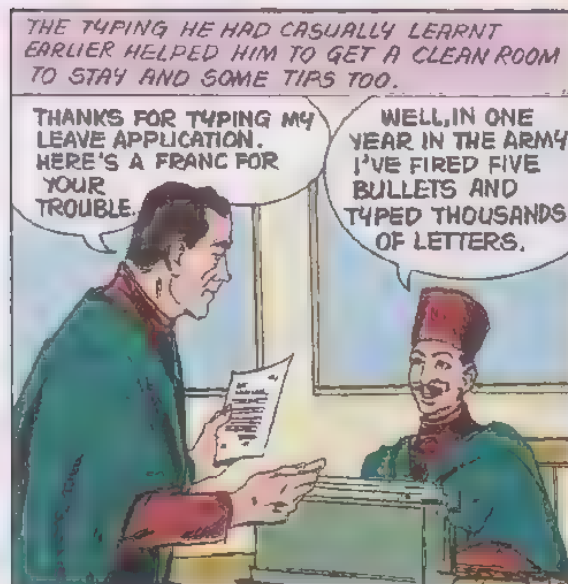
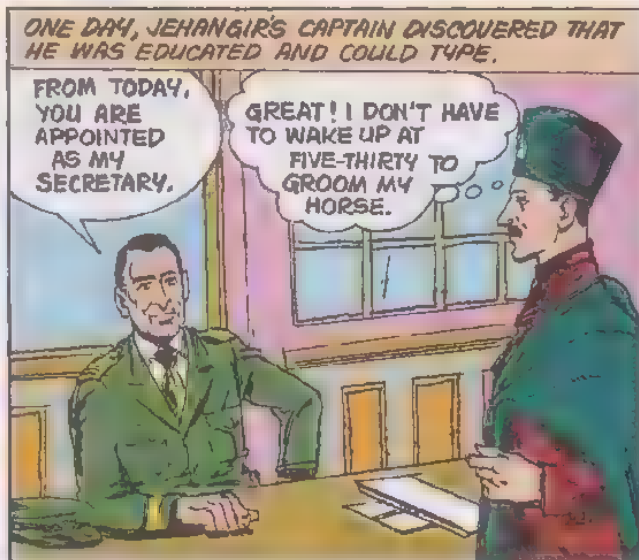
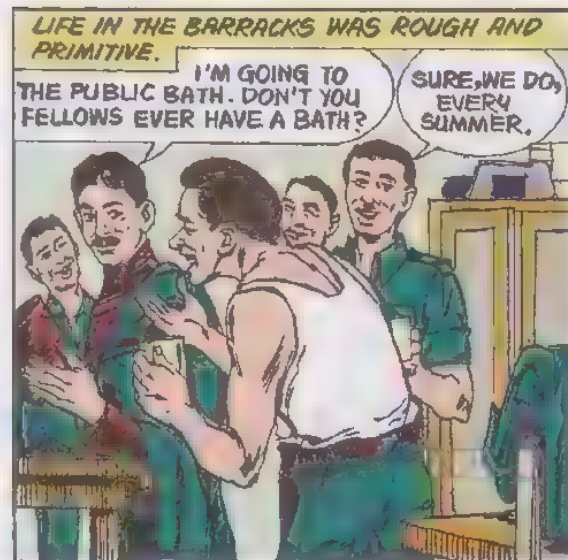
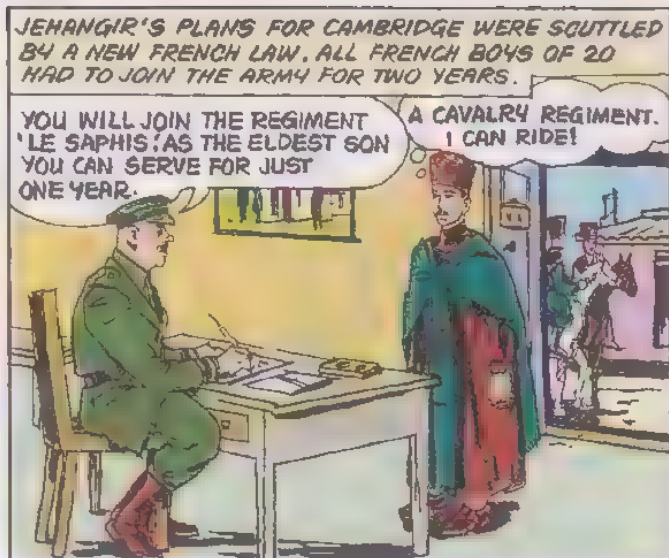
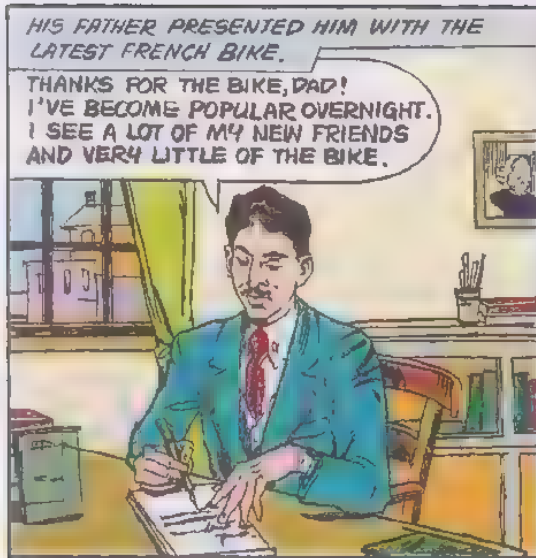
I'M WORKING AS A VOLUNTEER AT THE AMERICAN HOSPITAL.

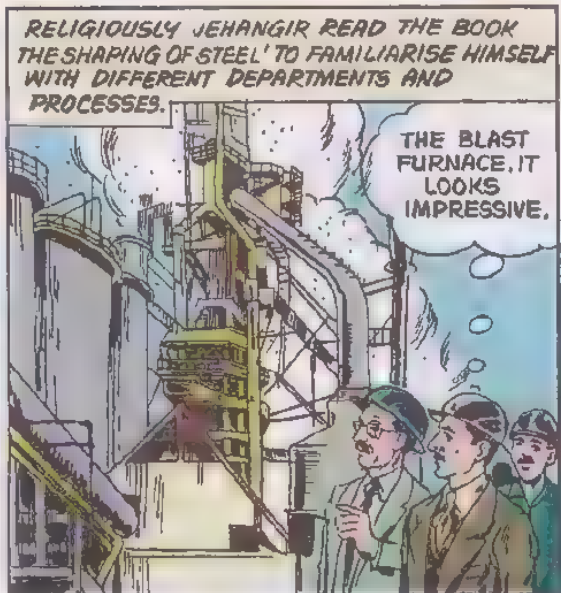
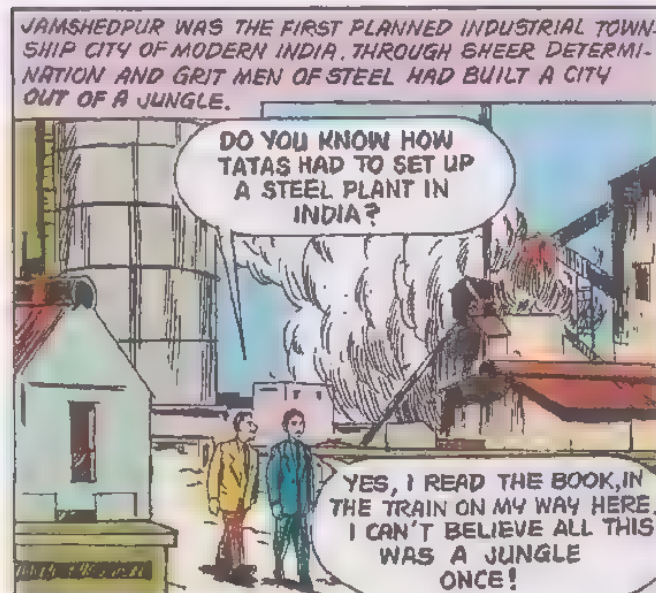
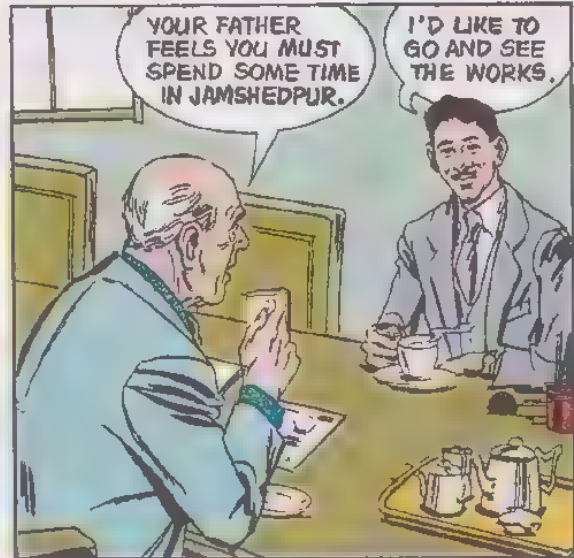
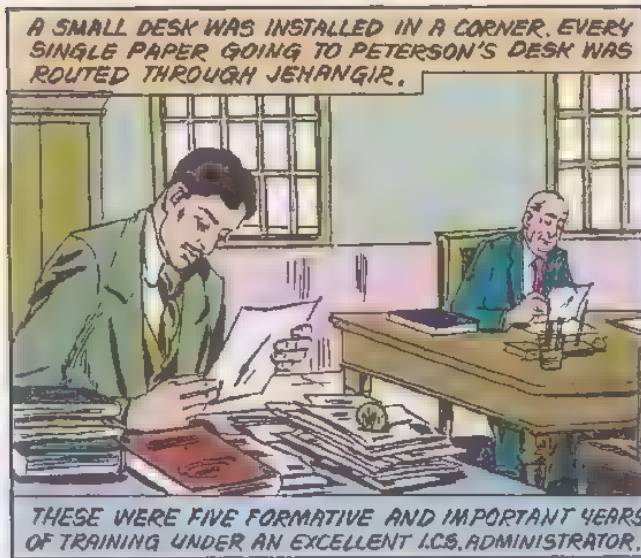
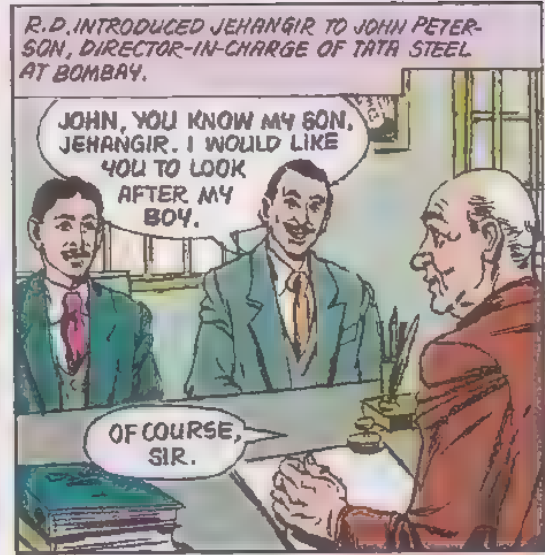
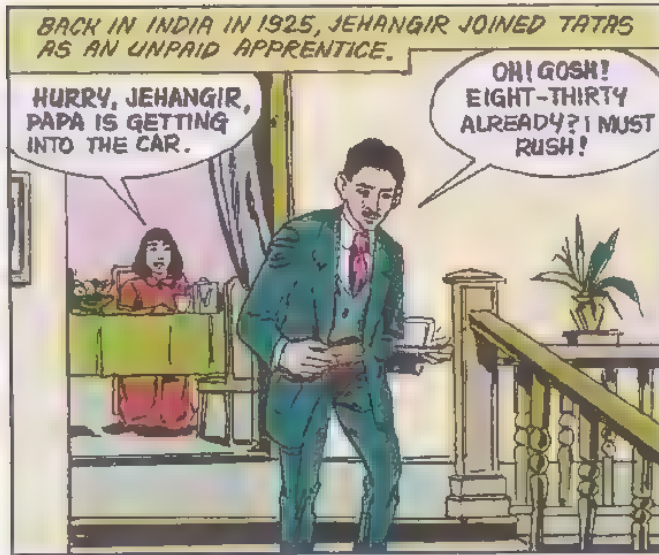






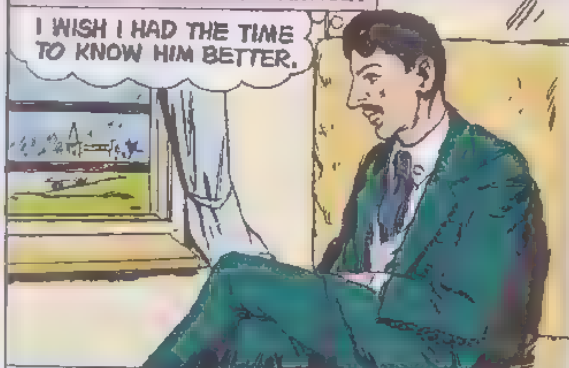






WHILE JEHANGIR WAS OBSERVING AND LEARNING AT JAMSHEDPUR, HE RECEIVED A TELEGRAM INFORMING HIM OF HIS FATHER'S DEATH IN FRANCE.

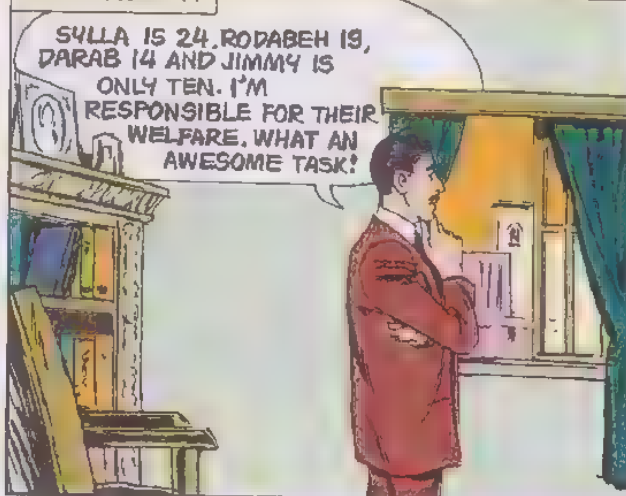
I WISH I HAD THE TIME TO KNOW HIM BETTER.



TOO LATE TO REACH FRANCE FOR THE FUNERAL, JEHANGIR RETURNED TO BOMBAY.

AT 22, JEHANGIR FOUND HIMSELF THE HEAD OF THE FAMILY.

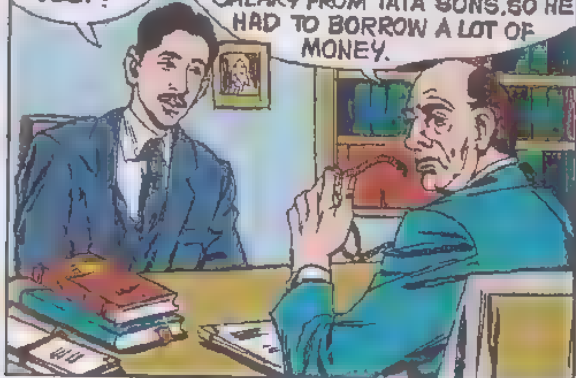
SULLA IS 24, RODABEH IS, DARAB 14 AND JIMMY IS ONLY TEN. I'M RESPONSIBLE FOR THEIR WELFARE. WHAT AN AWESOME TASK!



R.D.'S FINANCIAL SITUATION WAS BAD. JEHANGIR SOUGHT LEGAL ADVICE FROM DINSHAW DANI OF CRAWFORD BAILEY & CO.

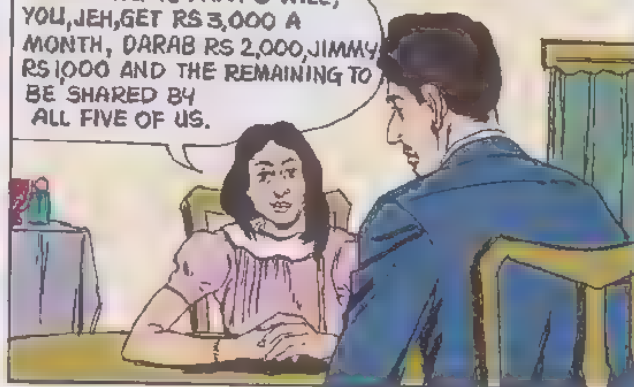
HOW DID PAPA LEAVE SO MUCH DEBT?

LAST YEAR, DUE TO THE STEEL COMPANY'S FINANCIAL CRUNCH, HE VOLUNTEERED TO FOREGO HIS SALARY FROM TATA SONS, SO HE HAD TO BORROW A LOT OF MONEY.



JEHANGIR'S FIRST PRIORITY WAS SETTLING THE DEBTS. HE SOLD OFF 'SUNITA', THE DREAM HOUSE IN BOMBAY, THE PROPERTY AT HARDELDT IN FRANCE AND IN PUNE. HE MOVED INTO A SUITE IN THE TAJ.

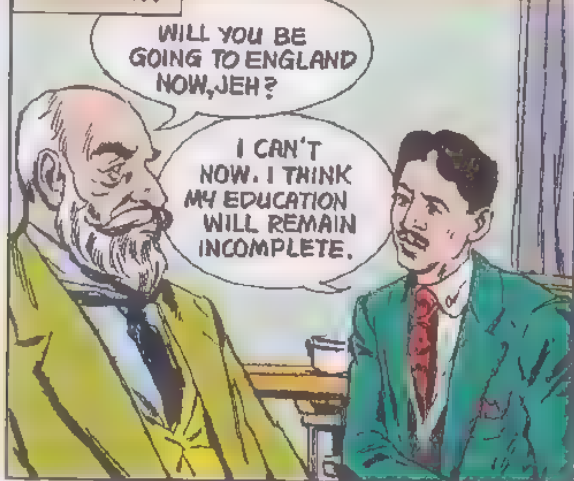
ACCORDING TO PAPA'S WILL, YOU, JEH, GET RS 3,000 A MONTH, DARAB RS 2,000, JIMMY RS 1,000 AND THE REMAINING TO BE SHARED BY ALL FIVE OF US.



JRD DECIDED THAT THE FAMILY INCOME AS WELL AS THE SHARES OF TATA SONS WOULD BE DIVIDED EQUALLY AMONG THE FIVE CHILDREN.

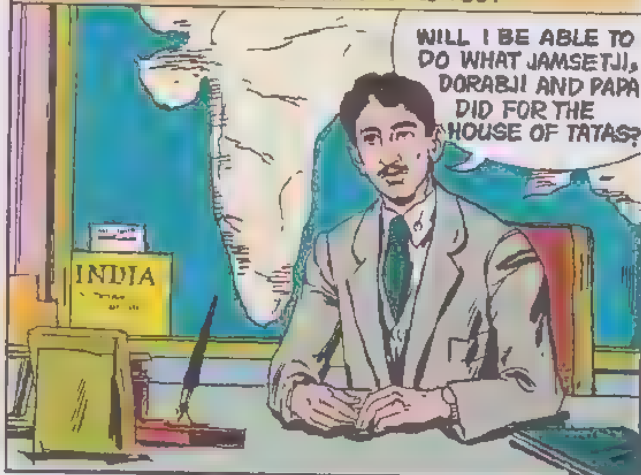
WILL YOU BE GOING TO ENGLAND NOW, JEH?

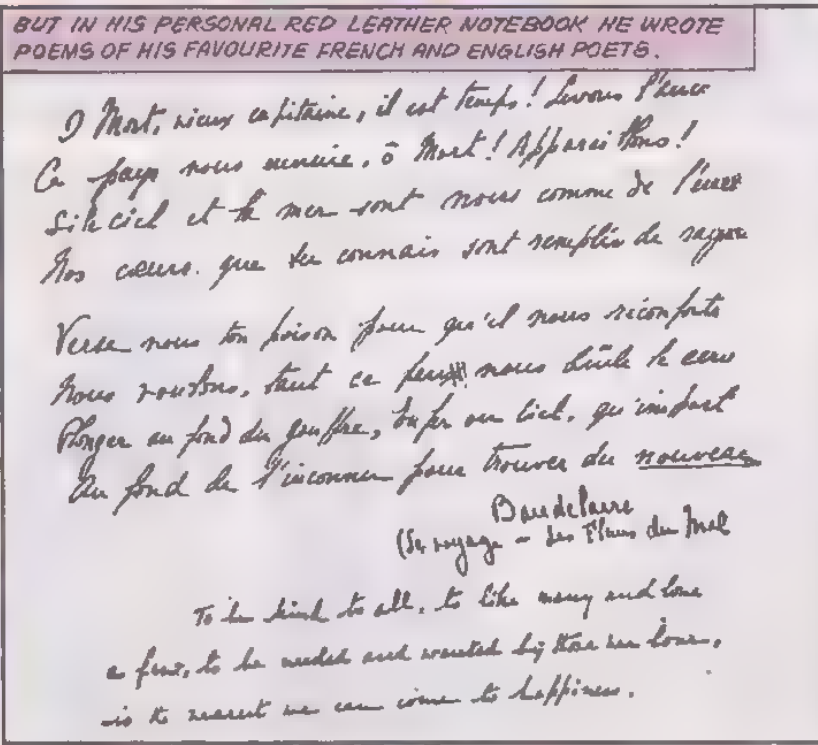
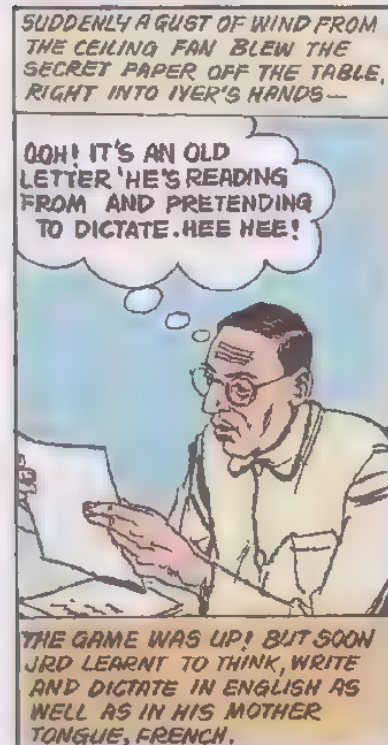
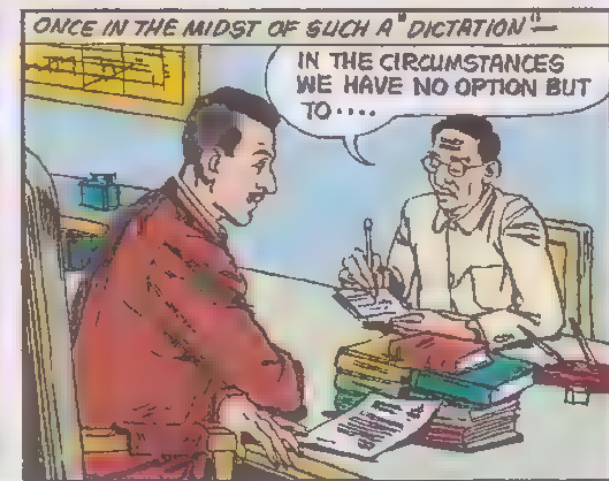
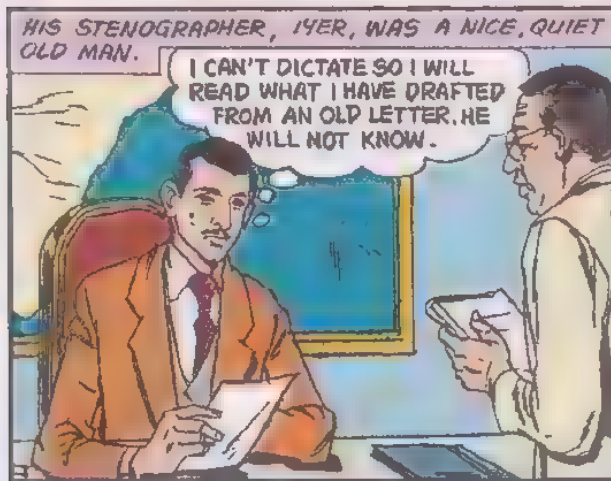
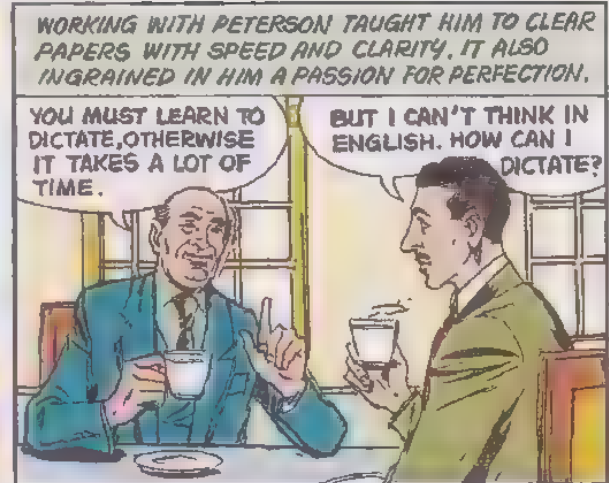
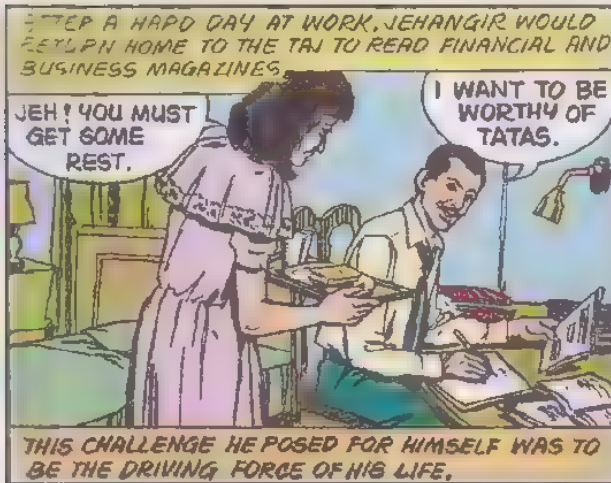
I CAN'T NOW. I THINK MY EDUCATION WILL REMAIN INCOMPLETE.

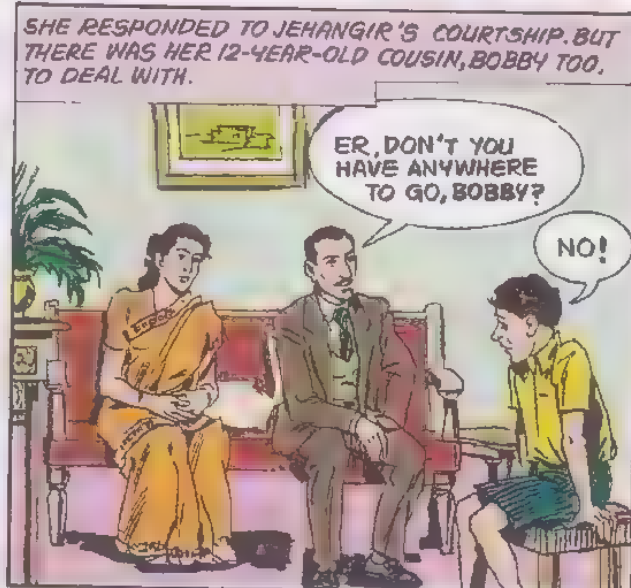
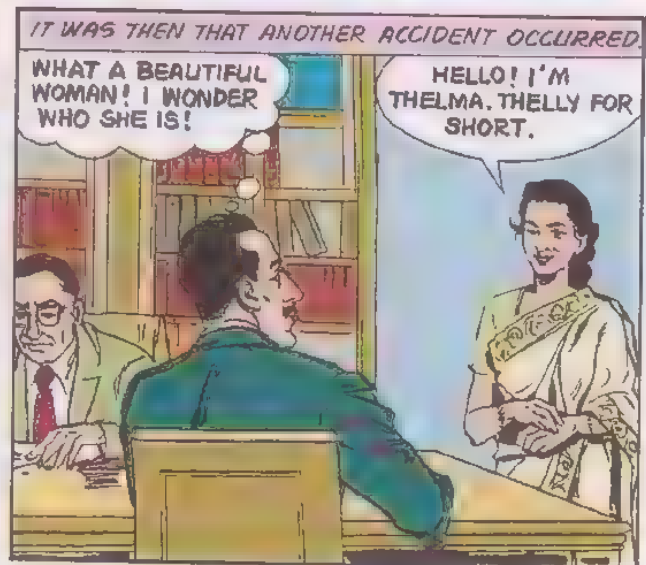
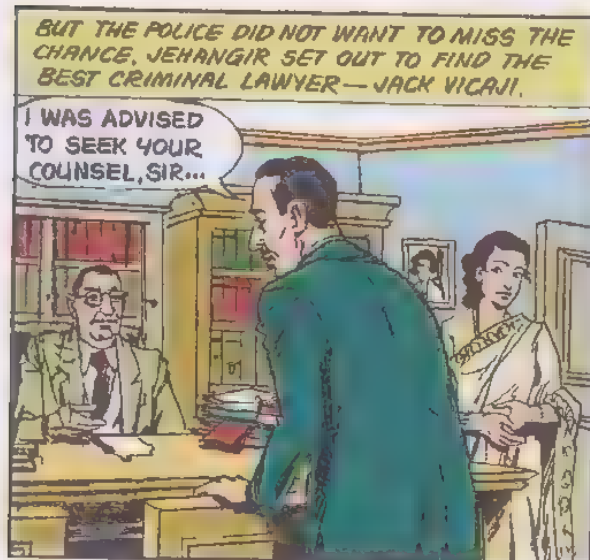
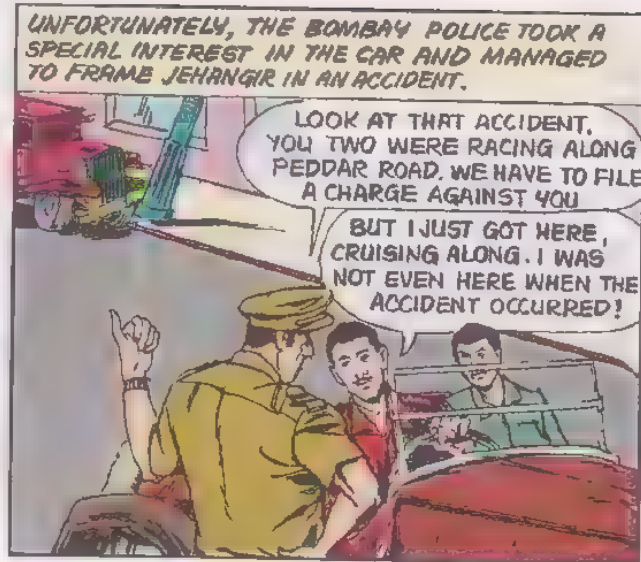
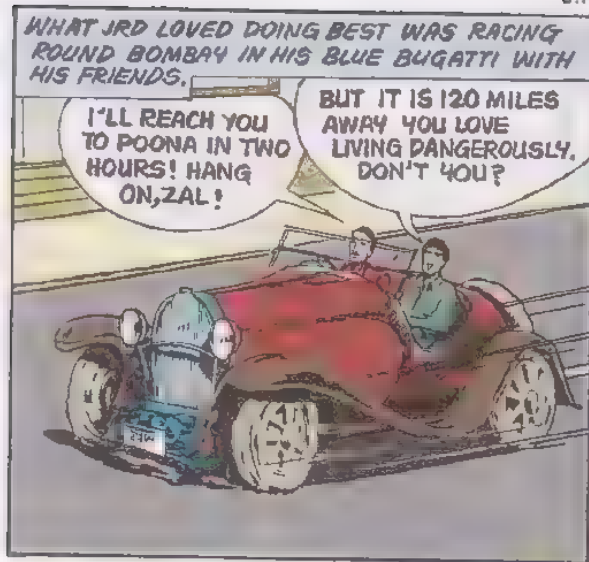


JRD INHERITED HIS FATHER'S POSITION AS A PERMANENT DIRECTOR OF TATA SONS. FROM HIS LITTLE DESK NEAR PETERSON, HE BEGAN WORKING OFFICIALLY ON A SALARY OF RS 750.

WILL I BE ABLE TO DO WHAT JAMSETJI, DORABJI AND PAPA DID FOR THE HOUSE OF TATAS?







JEHANGIR WAITED FOR BOBBY TO WITHDRAW AND LEAVE THEM ALONE.

WOULD YOU LIKE TO SEE A FILM?

BUT I HAVE NO MONEY. HERE YOU ARE!

JRD'S VISITS WERE VERY PROFITABLE FOR BOBBY AND SOON HE BEGAN COLLECTING HIS DUES AT THE VERY DOOR!

YES, IT IS BEAUTIFUL! AS FOR THE COLD WE HAVE THE FIRE TO WARM US AND WE CAN STUFF NEWSPAPER INSIDE OUR COATS FOR INSULATION.

ON DECEMBER 15, 1930, THELLY AND JEHANGIR WERE MARRIED AND CHOSE TO GO TO DARJEELING FOR THEIR HONEYMOON.

BRR... IT'S SO-OOO COLD. BUT IT'S WORTHWHILE TO COME UP TO SANDAKPHU TO SEE KANCHENJUNGA SO CLOSE BY.

ON A BITTERLY COLD DAY, THEIR CAR WAS STOPPED BY THE POLICE FOR OVER AN HOUR, TO CLEAR THE ROAD FOR THE GOVERNOR OF BENGAL.

HOW ATROCIOUS TO MAKE PEOPLE WAIT SO LONG. WHO DOES THE GOVERNOR THINK HE IS!

JUST LET HIM COME! YOU BLOCK THE WAY AND I'LL GIVE HIM A PIECE OF MY MIND.

WHEN STANLEY JACKSON, THE GOVERNOR, ARRIVED —

WHO THE HELL DO YOU THINK YOU ARE, KEEPING FIVE HUNDRED PEOPLE WAITING IN THE COLD.

YES, TELL US...

THELLY FORGOT HER ROLL OF BLOCKING THE WAY AND THE GOVERNOR GOT AWAY! THIS WAS JRD'S ONLY DIRECT INVOLVEMENT WITH THE BRITISH. THOUGH OPPOSED TO FOREIGN RULE, JRD DID NOT ACTIVELY TAKE PART IN THE FREEDOM MOVEMENT. FOR THELLY JEH WAS THE CENTRE OF HER LIFE

I HAVE MADE THE MUTTON CUTLETS SMOOTH AS YOU LIKE THEM. DO HAVE SOME MORE!

THANK YOU, MY DEAR, YOU ALWAYS THINK OF ME.

FOR JEH, THE RESPONSIBILITY OF HIS YOUNGER BROTHERS STILL WEIGHED ON HIM.

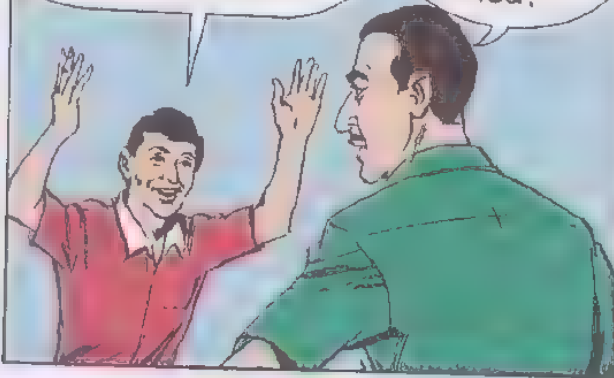
JEH, DARAB IS REFUSING TO GO BACK TO HIS BOARDING SCHOOL.

WE'LL HAVE TO DRAG HIM TO THE STATION SYLLA, AS USUAL.

LITTLE JIMMY WAS A STRAPPING TEENAGER WITH BLOND HAIR AND AN ADVENTUROUS STREAK.

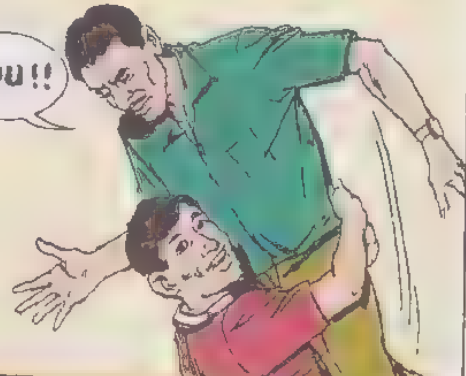
JEH, BOBBY AND I HAD A REAL LARK! WE STOLE A LIMOUSINE AND HAD A GREAT RIDE BUT WE KEPT IT BACK.

WHAT? A TATA HINACKING A CAR! HOW DARE YOU!



TO CAJOLE HIS ELDER BROTHER, JIMMY LIFTED THE THIN JRD IN HIS ARMS AND BEGAN TO ROCK HIM.

YOU!!



JEHANGIR GAVE HIM SUCH A BLOW THAT JIMMY FELL FLAT.

JRD WAS SHOCKED AND REMORSEFUL.

O MON PETIT FRERE!
O MY LITTLE BROTHER!
WHAT HAVE I DONE
TO YOU!



AFTER A WHILE, JIMMY RECOVERED, OPENED HIS EYES, AND JEHANGIR CONTINUED HIS SCOLDING!

HOW CAN YOU,
A TATA BEHAVE
THUS...

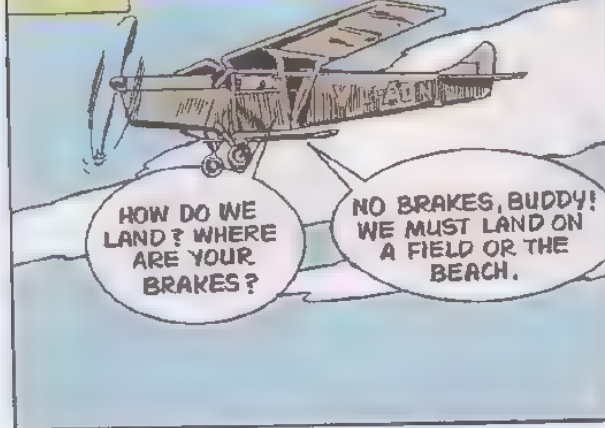


IN 1929 A FLYING CLUB WAS OPENED IN BOMBAY. AT ONCE JEHANGIR JOINED AND LEARNED TO FLY. TWELVE DAYS LATER HE RECEIVED HIS FLYING LICENCE.

HOW THRILLING IT IS TO
RECEIVE THIS BLUE AND GOLD
CERTIFICATE. IT'S NUMBER
ONE IN INDIA.



WITHIN THREE MONTHS, JRD WAS IN LONDON TO BUY A PLANE NOW HE WAS THE ONE TO OFFER JOY RIDES TO PEOPLE INCLUDING HIS BROTHER, DARAB



ON 19TH NOVEMBER 1929 THERE WAS EXCITING NEWS IN THE LONDON TIMES.

Prize for England-India Flight

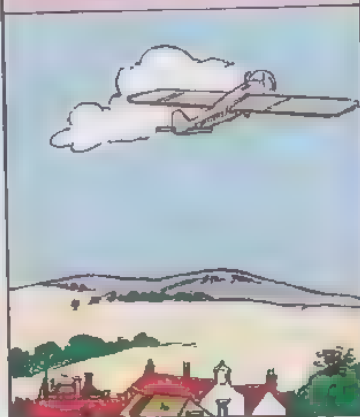
The Aga Khan has offered through the Royal Aero Club, a prize of \$500 for the first flight from England to India or vice-versa by an Indian. It must be a solo flight completed within six weeks. The prize will remain open for one year from January 1930.

ONLY THREE ADVENTUROUS SOULS TOOK UP THE CHALLENGE.

MR MANMOHAN SINGH, WHO CALLED HIS PLANE 'MISS INDIA'.



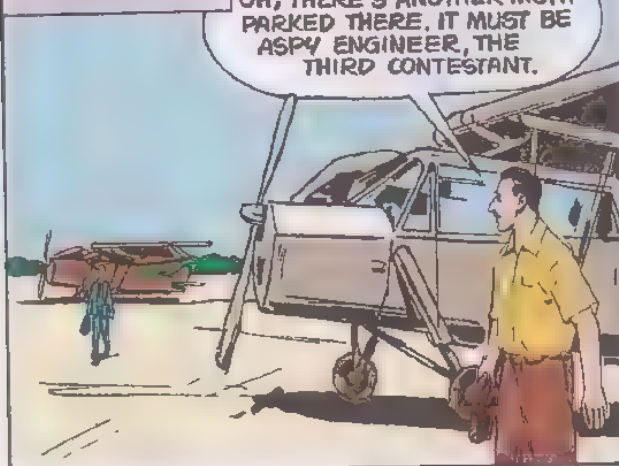
ASPY ENGINEER, AN 18-YEAR-OLD LAD STARTING FROM ENGLAND.



26-YEAR-OLD JRD, STARTING FROM KARACHI.



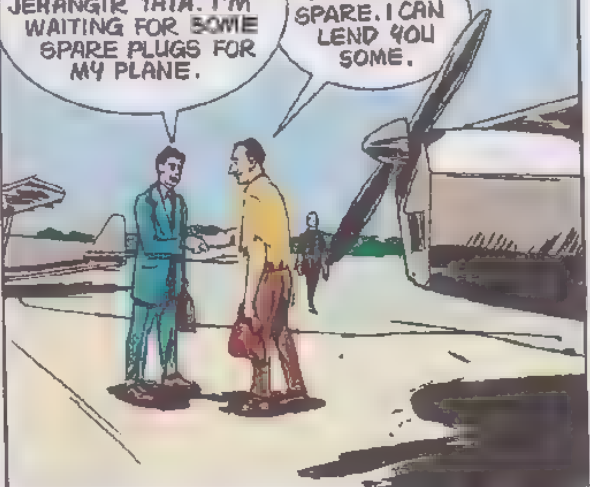
JRD TOOK OFF FROM KARACHI ON 3RD MAY, 1930, AND VIA GWADAR, JASK, BASRA, AND GAZA — WHERE HE MET MANMOHAN SINGH — LANDED AT ALEXANDRIA.

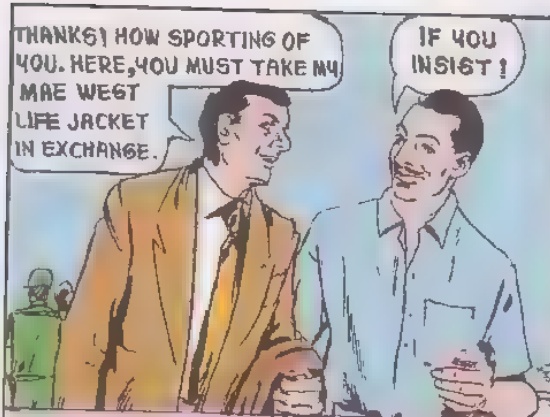


INDEED, IT WAS THE YOUNG LAD.

HELLO! YOU MUST BE JEHRANGIR TATA. I'M WAITING FOR SOME SPARE PLUGS FOR MY PLANE.

I'VE EIGHT SPARE. I CAN LEND YOU SOME.



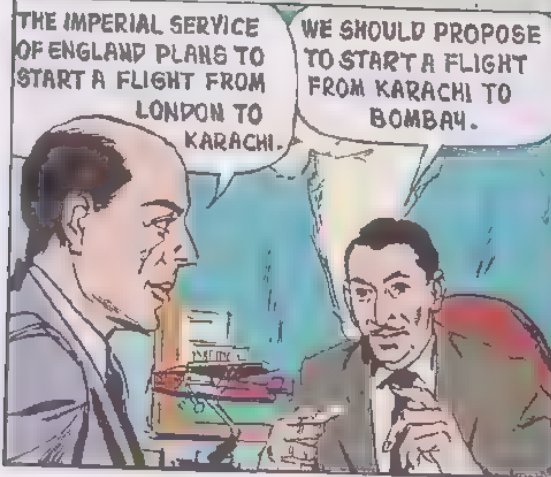


LATER WHEN JRD LANDED AT NAPLES AIRPORT, IN ITALY, HE REALISED WITH A SHOCK THAT HE COULD NOT FLY OFF FROM THERE BEFORE 6-00 A.M. SINCE IT WAS A MILITARY AIRFIELD.

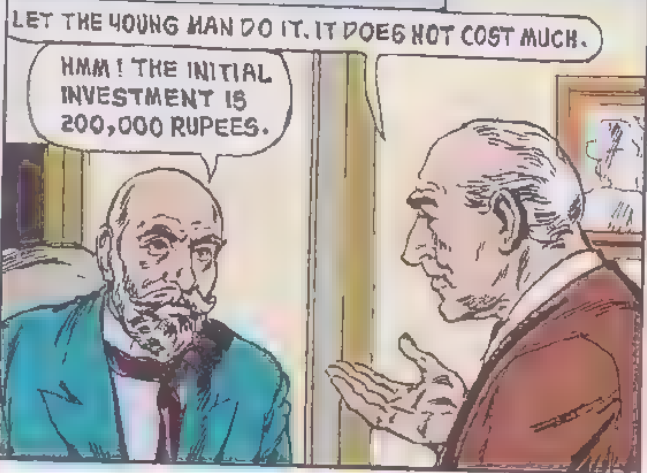
BY THE TIME JRD REACHED PARIS ASPI HAD LANDED IN KARACHI. WHEN JRD RETURNED TO INDIA ASPI WAS AT THE AIRPORT TO WELCOME HIM WITH A TROOP OF SCOUTS AND A MEDAL.



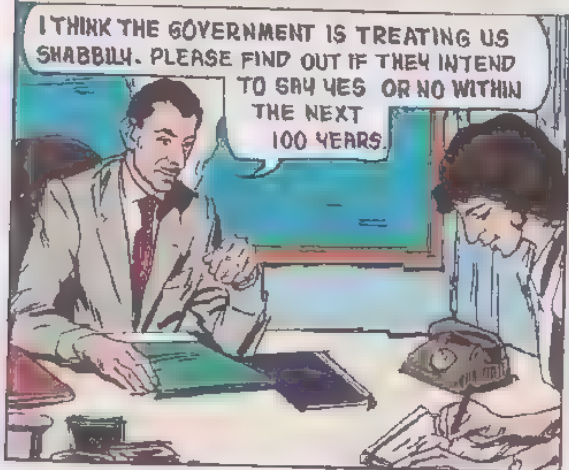
BUT FLYING WAS NOT JUST AN ADVENTURE FOR JRD WITH NEVILL VINTCENT OF THE ROYAL AIR FORCE, HE WAS PLANNING AHEAD.



IT WAS JOHN PETERSON WHO PERSUADED SIR DORAB, CHAIRMAN OF TATA SONS, TO CONSIDER JRD'S PROPOSAL TO START AN AIRLINE.



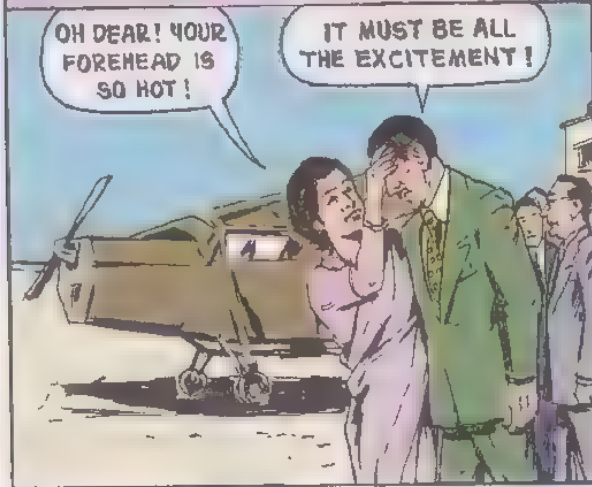
BETWEEN 1929 AND THE END OF 1931, THERE WAS ENDLESS CORRESPONDENCE BETWEEN TATAS AND THE GOVERNMENT FOR PERMISSION TO START AN AIRLINE. JRD WAS GETTING FED UP.



AS SOON AS GOVERNMENT APPROVAL WAS RECEIVED JRD WENT TO ENGLAND TO PURCHASE TWO PUSM MOTHS.



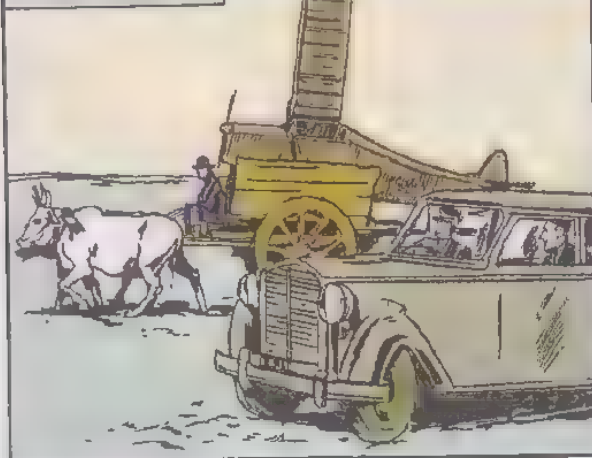
JRD AND THELLY FLEW TO NAPLES EN ROUTE TO INDIA IN THE BRAND NEW PLANE.



BUT JRD WAS SUFFERING FROM HIGH FEVER AND HAD TO RETURN BY SHIP.



AT BOMBAY, THE 'BAGGAGE' WAS UNLOADED AND TRANSPORTED BY BULLOCK CART TO JUHU MUD FLATS.



ON AN EXCITING MORNING ON OCTOBER 15, 1932, JEHANGIR SOARED JOYFULLY FROM KARACHI WITH THE FIRST PRECIOUS LOAD OF MAIL.



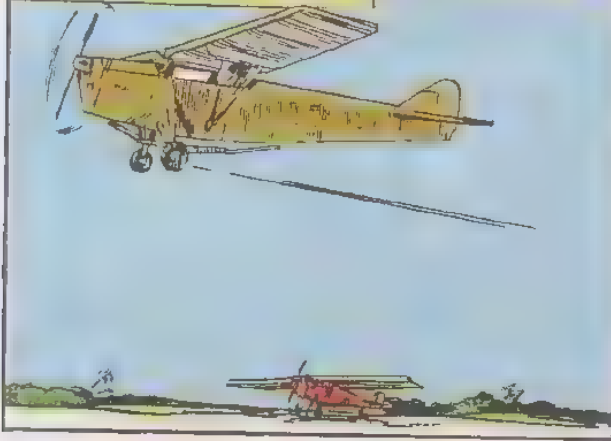
FLYING AGAINST HEAD WINDS AT A DAZZLING SPEED OF A HUNDRED MILES AN HOUR, HE REACHED AHMEDABAD.



AT 1-50 P.M. HE TOUCHED DOWN AT BOMBAY WHERE THE POSTMASTER OF BOMBAY HAD COME TO RECEIVE THE MAIL. ALSO PRESENT WERE THELLY AND NEVILL VINTCENT.

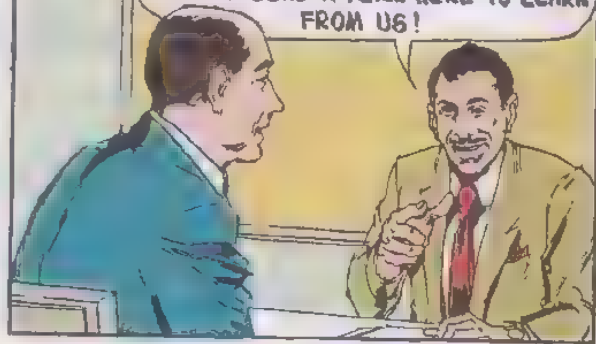


WITHIN MINUTES OF HIS LANDING, NEVILL VINTCENT CLIMBED ABOARD THE SECOND PUSS MOOTH WITH MAIL FOR MADRAS AND BELLARY. TATA AIR MAIL SERVICE HAD STARTED.



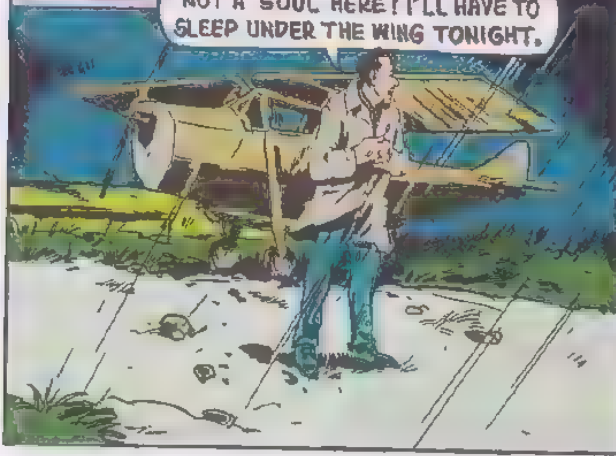
THERE WAS NO AERODROME AT BOMBAY, NO NAVIGATION OR LANDING GEAR AND NO RADIO. YET, THE TATA AIR MAIL SERVICE WAS ALWAYS PUNCTUAL.

IMPERIAL AIRWAYS OF BRITAIN IS SO IMPRESSED WITH OUR 100% PUNCTUALITY THAT THEY FEEL THEY SHOULD SEND A TEAM HERE TO LEARN FROM US!



TATA AIRLINES MADE A PROFIT AND BEGAN TO EXPAND BUT IT WAS TOUGH DURING THE MONSOONS. ONE NIGHT, JRD MADE A FORCED LANDING AT BELLARY EN ROUTE TO BOMBAY.

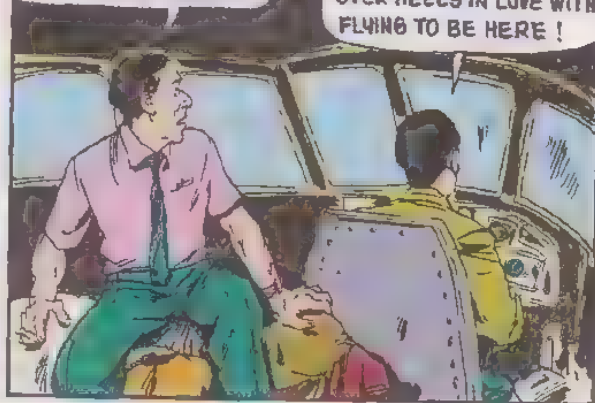
NOT A SOUL HERE! I'LL HAVE TO SLEEP UNDER THE WING TONIGHT.



IN 1936, THE ALL UP EMPIRE MAIL SERVICE WAS LAUNCHED AND TATA AIRLINES MADE A LOT OF MONEY CARRYING MAIL. OCCASIONALLY A PASSENGER WAS ALLOWED.

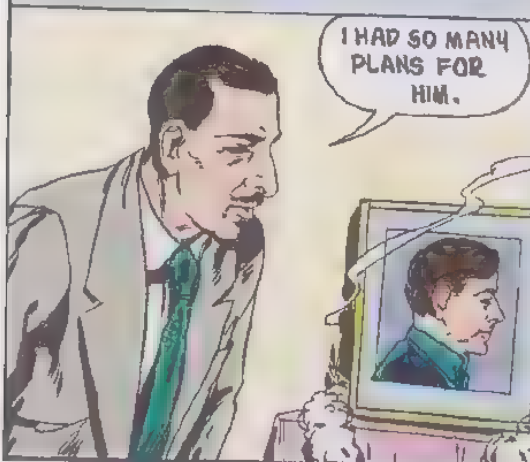
OW! THIS IS BUMPY!

YOU HAVE TO BE HEAD OVER HEELS IN LOVE WITH FLYING TO BE HERE!



JIMMY WHO WAS AN EXCELLENT FLYER WAS KILLED IN A PLANE CRASH IN 1936 WHILE FLYING WITH HIS FRIEND. HIS DEATH WAS A BIG BLOW TO JRD.

I HAD SO MANY PLANS FOR HIM.



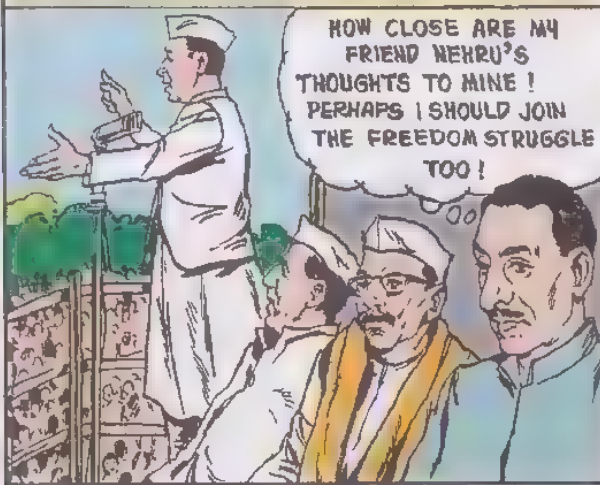
IN 1938, SIR NOWROJI SAKLATVALA, CHAIRMAN OF TATA SONS, EXPIRED. AT THE AGE OF 34, JRD BECAME THE HEAD OF THE HOUSE OF TATA.

WHAT MADE THE DIRECTORS CHOOSE YOU AS CHAIRMAN OF INDIA'S LARGEST INDUSTRIAL EMPIRE?

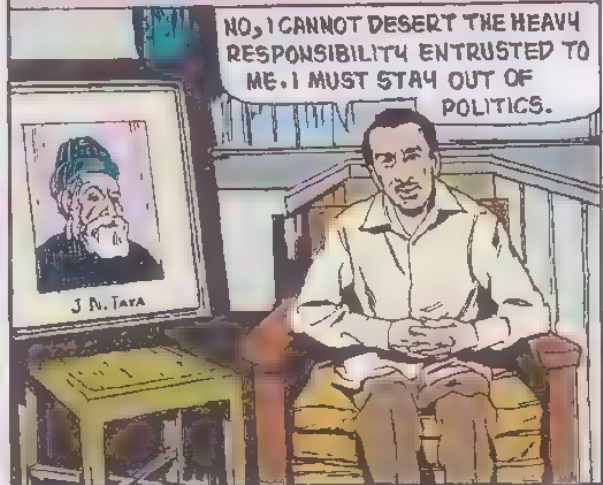
IT WAS IN A MOMENT OF MENTAL ABERRATION, I THINK!



IN 1942, JRD ATTENDED THE QUIT INDIA SESSION OF THE INDIAN NATIONAL CONGRESS IN BOMBAY.



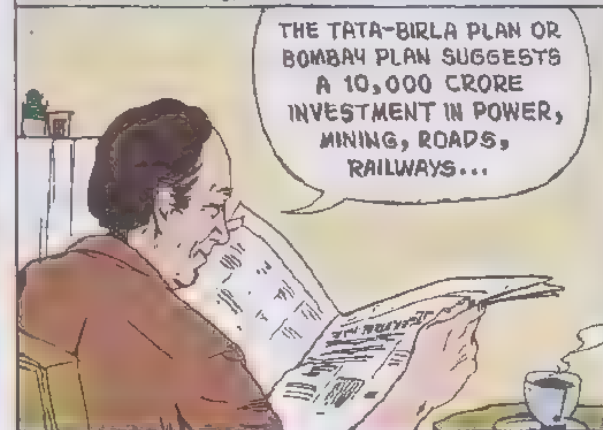
HE WAS TORN BETWEEN HIS RESPONSIBILITY TO TATAS AND PARTICIPATION IN THE FREEDOM STRUGGLE.



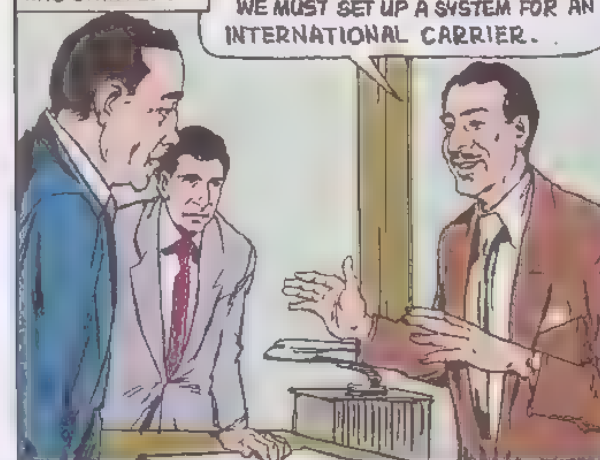
HE FELT HE COULD DO MORE FOR THE COUNTRY IN BUSINESS AND INDUSTRY.



INVITING G.D. BIRLA, SIR SHRI RAM, KASTURBHA LALBHAI AND SIR PURSHOTTAMDAS THAKURDAS, HE SPEARHEADED THE BOMBAY PLAN ANNOUNCED IN JANUARY '44.



BY 1947, THE AGE OF PASSENGER TRAVEL ARRIVED IN INDIA. A JOINT VENTURE BETWEEN THE GOVERNMENT AND TATA-AIR INDIA INTERNATIONAL WAS STARTED.



THE INAUGURAL FLIGHT FROM BOMBAY TO LONDON WAS IN 1948 WITH MR AND MRS JRD TATA AMONG OTHERS ON BOARD. RODABEH AND SYLLA WATCHED PROUDLY—



AT LONDON THE FIRST TO STEP OUT OF THE PLANE WAS JRD.

SET YOUR WATCHES,
BOYS, WE ARE RIGHT
ON SCHEDULE!!



AFTER THE EXHILARATING EXPERIENCE CAME THE ONEROUS BUSINESS OF RUNNING AN INTERNATIONAL AIRLINE.

WE MUST HAVE SOMETHING
UNIQUE TO OFFER
OUR TRAVELLERS.

THOUGH NOT A FULL-TIME CHAIRMAN, JRD WAS FULLY INVOLVED WITH IT.

WHenever he travelled aboard Air India, JRD
MADE COPIOUS NOTES TO SUGGEST IMPROVEMENTS IN
SERVICE.

SEATS SHOULD RECLINE MORE
BREAKFAST SHOULD BE SERVED
PIPING HOT... PUT OVERHEAD LIGHT ON
WHILE SERVING MEALS

BY NOW THE DOMESTIC AIR SCENE WAS A MESS,
BECAUSE SEVERAL OTHER COMPANIES HAD
ENTERED THE FRAY.

TWO AIRLINE
COMPANIES ARE
LIQUIDATED
ALREADY.

STANDARDS ARE GOING
FROM BAD TO WORSE
AT THIS RATE THE
GOVERNMENT WILL TAKE
OVER CONTROL.

SOON THE GOVERNMENT DECIDED TO MERGE ALL AIRLINES INTO A SINGLE CARRIER. JRD OPPOSED THE IDEA —



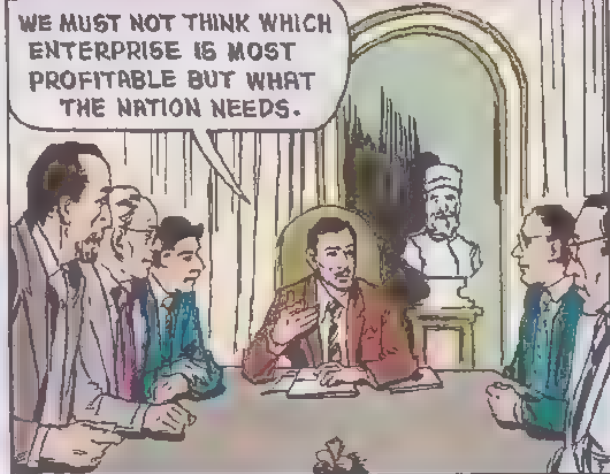
IN 1953, THE GOVERNMENT OF INDIA WANTED TO FORM A SINGLE COMPANY AND OFFERED THE CHAIRMANSHIP TO JRD TATA. MR. TATA WANTED THE DOMESTIC AIRLINES TO BE SEPARATED FROM AIR INDIA AND ACCEPTED THE CHAIRMANSHIP OF ONLY AIR INDIA INTERNATIONAL.



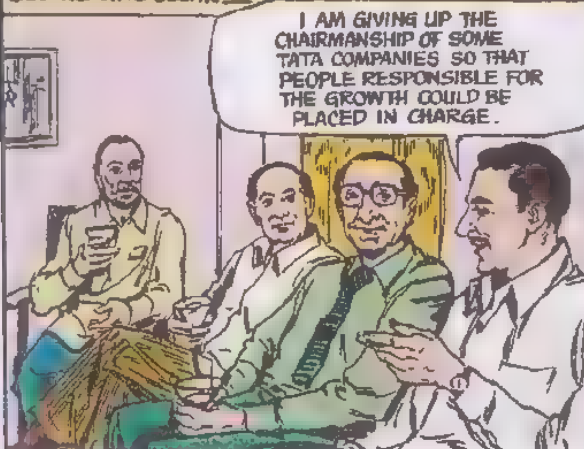
ON DECEMBER 10, 1952, JRD CALLED THE HEADS OF 18 DEPARTMENTS OF TATA SONS LTD FOR THEIR ADVICE.



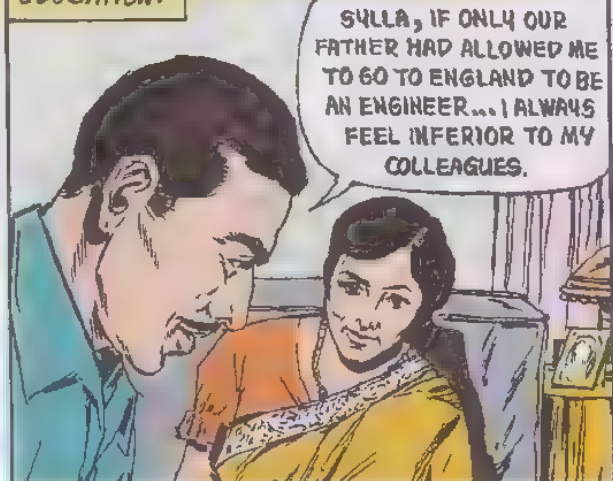
JRD AGREED BECAUSE HIS IDEAL WAS JAMSETJI TATA AND HE TRIED HARD TO EMULATE HIM.



WHILE GIVING AVIATION TO INDIA JRD WAS ALSO HEADING A HUGE INDUSTRIAL EMPIRE OF STEEL, LOCOMOTIVES, INSURANCE, CEMENT, OIL, SOAPS, TEXTILES, ELECTRIC POWER BUT AT THE VERY OUT-SET HE WAS CLEAR —

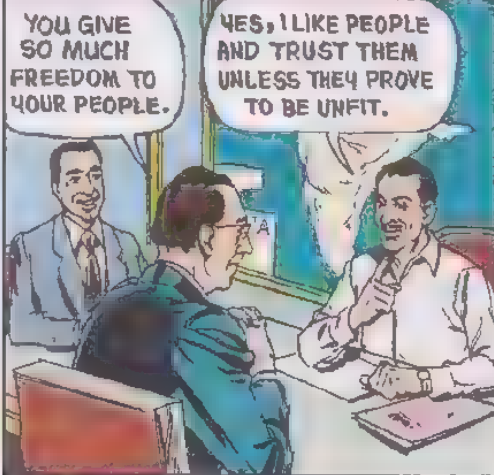


ONE POINT THAT NAGGED JRD'S MIND CONSTANTLY WAS HIS LACK OF FORMAL EDUCATION.



J.R.D. TATA

HE WORKED WITH HIS EMPLOYEES BY CONVINCING AND ENCOURAGING THEM.



HIS UNIQUE METHOD WORKED WONDERS. NO OTHER BUSINESS HOUSE COULD BOAST OF SUCH A GALAXY OF HIGH PROFILE CHIEF EXECUTIVES.



Sir HOMI MODI



Mr J D CHOKSI



Dr JOHN MATTHAI



Sir ARDERSHIR DALAL



Mr SUMANT MOOLGAOKAR

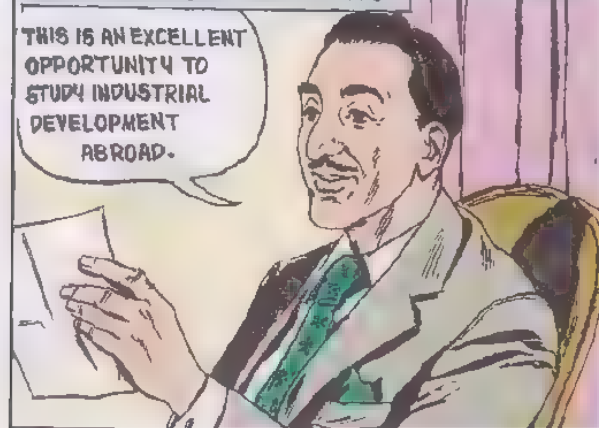


Mr NAVAL H TATA

DURING THE SECOND WORLD WAR, TATAS WERE MAKING BULLET-PROOF VESTS AND RIVETS FOR WAR VEHICLES WHICH WERE CALLED 'TATANAGARS'.

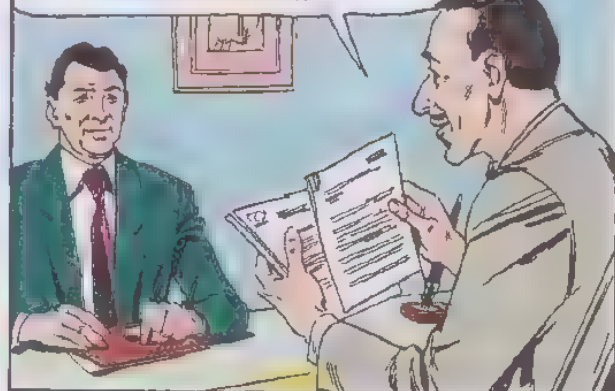


FOR THE CONSIDERABLE SUPPORT OF TATAS IN THE WAR EFFORT, JRD WAS OFFERED A KNIGHTHOOD BUT HE DECLINED. HE ACCEPTED AN INVITATION TO VISIT EUROPE AND AMERICA IN MAY 1945 WITH OTHER LEADING INDUSTRIALISTS.

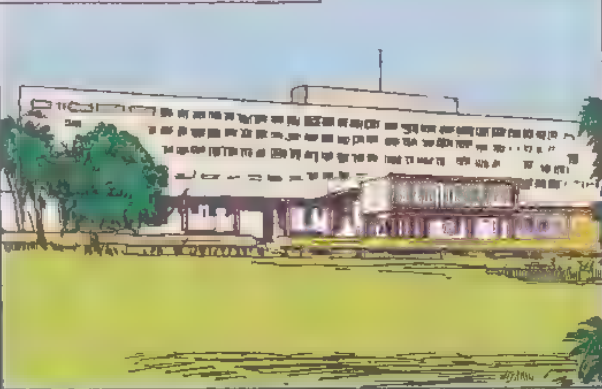


THE MISSION WAS VERY FRUITFUL.

WE NOW HAVE FIRST-HAND KNOWLEDGE OF THE SCOPE, NEED AND COMPLEXITIES OF MODERN INDUSTRIES AND THE NEED FOR MASSIVE SCIENTIFIC RESEARCH AND EDUCATION.



JUST A FEW MONTHS BEFORE THE TRIP JRD HAD INITIATED SETTING UP OF THE TATA INSTITUTE OF FUNDAMENTAL RESEARCH.



THIS INSTITUTION WAS TO BECOME THE CRADLE OF INDIA'S ATOMIC PROGRAMMES.

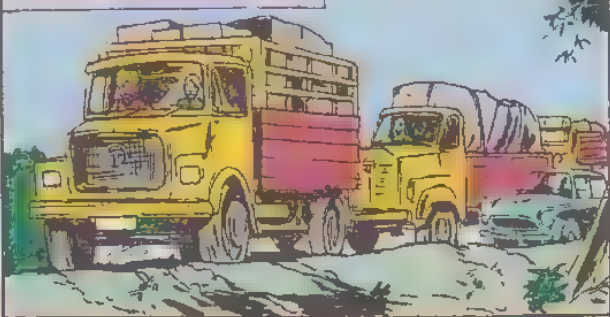
1945 WAS ALSO THE YEAR THAT TATA LAUNCHED TELCO THE TATA LOCOMOTIVE AND ENGINEERING COMPANY.



REALISING THE LIMITATION OF SUCH AN ARRANGEMENT, TATAS WENT INTO COLLABORATION WITH DAIMLER BENZ AND TATA TRUCKS BEGAN TO ROLL OUT OF TELCO.



THE FIRST VEHICLE WAS MANUFACTURED FROM A COMPLETELY KNOCKED-DOWN-TO-PACK OF DAIMLER BENZ PARTS. TATAS THEN SET UP A FORGE, AND FOUNDRY SHOPS, TO MANUFACTURE ONE BY ONE THE PARTS INDIGENOUSLY.



TODAY SEVENTY PER CENT OF MEDIUM AND HEAVY COMMERCIAL VEHICLES ON INDIAN ROADS ARE MADE BY TELCO WHICH MANUFACTURES 99.8% OF THE PARTS.

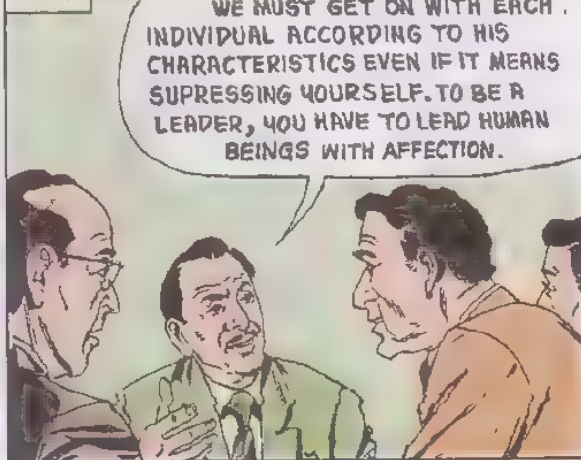
IN THE MID-60S A SECOND UNIT OF TELCO WAS SET UP AT PUNE. TO BEGIN WITH THOUSANDS OF TREES WERE PLANTED AT WORKS AND AN ARTIFICIAL LAKE WAS CREATED.



MOOLGAOKAR, WHY DO YOU HAVE TO DO ALL THIS TO PRODUCE TRUCKS?

WE AT TATAS ARE NOT JUST PROUD OF MANUFACTURING TRUCKS OR PRODUCING STEEL, WE ARE EQUALLY PROUD OF OUR CONCERN FOR SOCIETY.

BY GIVING HIS TOP DIRECTORS FREEDOM TO GROW AND NURTURE THEIR COMPANIES, JRD WAS ENCOURAGING THEM TO BUILD AN EDIFICE FOR INDIA.

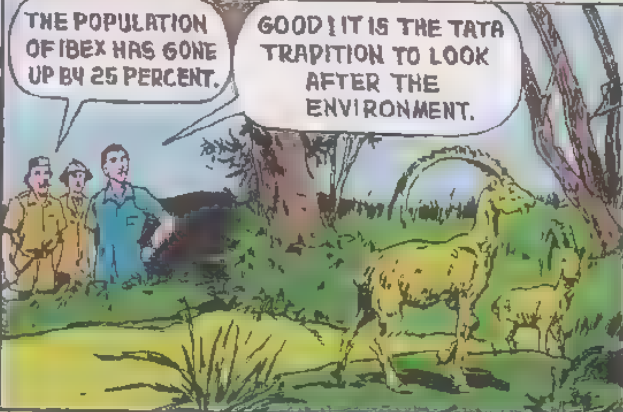


WE MUST GET ON WITH EACH INDIVIDUAL ACCORDING TO HIS CHARACTERISTICS EVEN IF IT MEANS SUPPRESSING YOURSELF. TO BE A LEADER, YOU HAVE TO LEAD HUMAN BEINGS WITH AFFECTION.

WHAT DO TRUCKS AND TEA HAVE IN COMMON? TATA! THE LARGEST TEA COMPANY IN THE WORLD IS TATA TEA WITH 51 ESTATES AND 57,000 WORKERS.



AT CHUNDAVURRAI, IN MUNNAR DISTRICT OF KERALA, IS THE LARGEST TEA FACTORY. IN THE ERNAKULAM NATIONAL PARK, THE RARE SPECIES OF IBEX-NILGIRIS, ARE ZEALOUSLY GUARDED BY TATA EMPLOYEES.

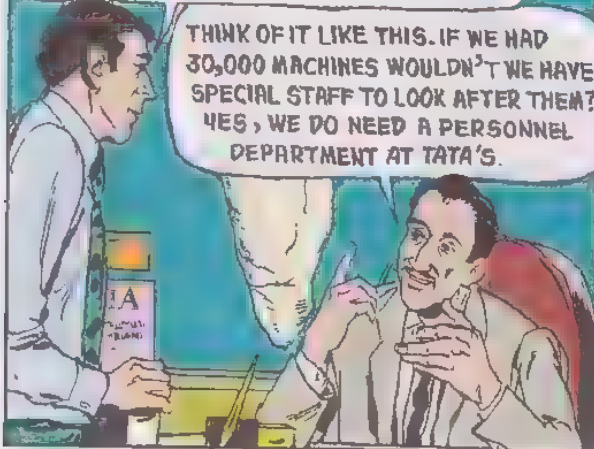


THE POPULATION OF IBEX HAS GONE UP BY 25 PERCENT.

GOOD! IT IS THE TATA TRADITION TO LOOK AFTER THE ENVIRONMENT.

IT WAS ALSO THE TATA TRADITION TO LOOK BEYOND BUSINESS TO HUMAN WELFARE.

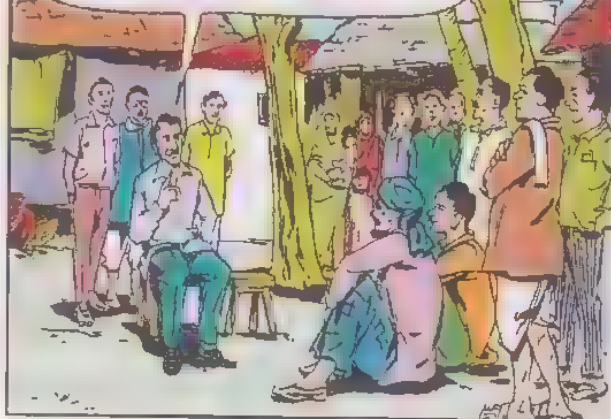
WHY DO WE NEED A SPECIAL DEPARTMENT TO LOOK AFTER OUR EMPLOYEES' WELFARE?



THINK OF IT LIKE THIS. IF WE HAD 30,000 MACHINES WOULDN'T WE HAVE SPECIAL STAFF TO LOOK AFTER THEM? YES, WE DO NEED A PERSONNEL DEPARTMENT AT TATA'S.

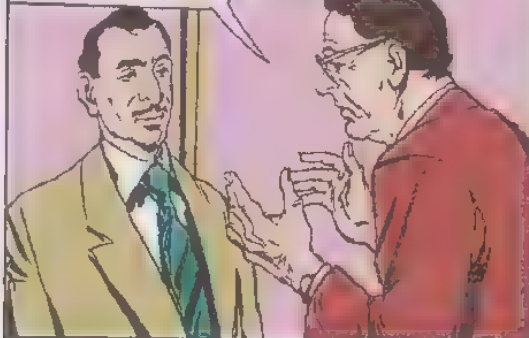
HIS CONCERN WAS NOT RESTRICTED TO TATA EMPLOYEES.

EVERY ORGANISED INDUSTRY SHOULD IDENTIFY THE PROBLEMS OF THE PEOPLE IN THE COMMUNITY AND TRY TO SOLVE THEM.



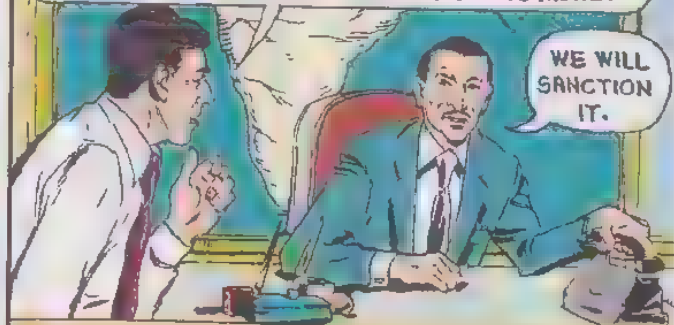
WHENEVER THERE IS A NATIONAL DISASTER TATAS ARE AT HAND WITH HELP. WHEN CHOTANAGPUR (BIHAR) WAS STRUCK BY A SMALLPOX EPIDEMIC IN 1974 —

WITHIN 72 HOURS WE NEED TO HAVE 50 DOCTORS, 200 PARA MEDICAL STAFF AND 900 VACCINATORS.



TOGETHER WITH THE WORLD HEALTH ORGANISATION, TATA TEAMS WORKED ROUND THE CLOCK.

WHO HAS NOW DECLARED THE AREA UNDER CONTROL. BUT THEY WANT TO TACKLE SMALLPOX IN THE ENTIRE DIVISION. IT WILL COST 43 LAKHS MORE.



WE WILL SANCTION IT.

IN JUNE '75 INDIA WAS DECLARED AN AREA FROM WHICH SMALL POX WAS ERADICATED.

OCTOBER 15, 1962 WAS AN EXCITING DAY FOR JRD. HE WAS TO RE-ENACT THE INAUGURAL FLIGHT FROM KARACHI TO BOMBAY.

IS EVERYTHING EXACTLY AS IT WAS 30 YEARS AGO?

ALMOST! EXCEPT THAT I'M USING A LEOPARD MOTIF SINCE A PUSS MOTIF WAS NOT AVAILABLE.

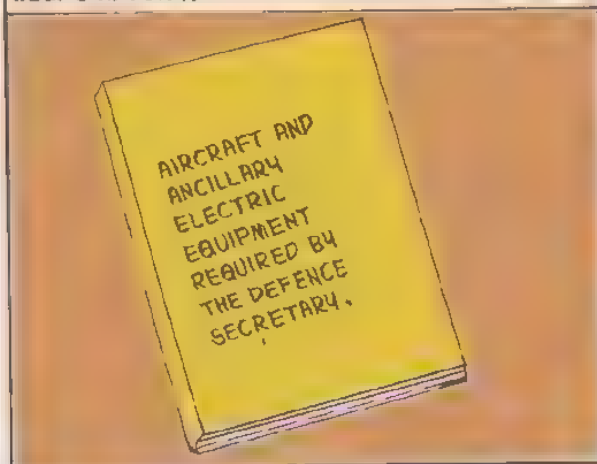


WHY DID JRD UNDERTAKE THE JOURNEY? HE SPOKE TO AIR INDIA EMPLOYEES AFTER THE EVENT.

IT WAS NOT FOR SENTIMENTAL REASONS ALONE. I HOPE THAT YOU, WHO WORK FOR A GREAT AIRLINE TODAY, CAN APPRECIATE ITS SMALLEST BEGINNING SUSTAINED BY LOVE, SWEAT AND DEVOTION.



JRD'S EXPERTISE IN AVIATION WAS SOUGHT BY THE GOVERNMENT FOR A REPORT ON INDIA'S AVIATION NEEDS AFTER THE CHINESE INVASION OF 1962.



IN 1966 JRD WAS CONFERRED THE HONORARY RANK OF AIR COMMODORE.

I'M SURE YOUR ELEVATION TO THE RANK WILL BE APPRECIATED BY ALL ENTHUSIASTS OF AVIATION.

THANK YOU, AIR MARSHAL ARJAN SINGH.



WHILE HE FLEW HIGH, JRD'S FEET WERE FIRMLY PLANTED IN THE REALITY OF THE COUNTRY'S CONDITIONS.

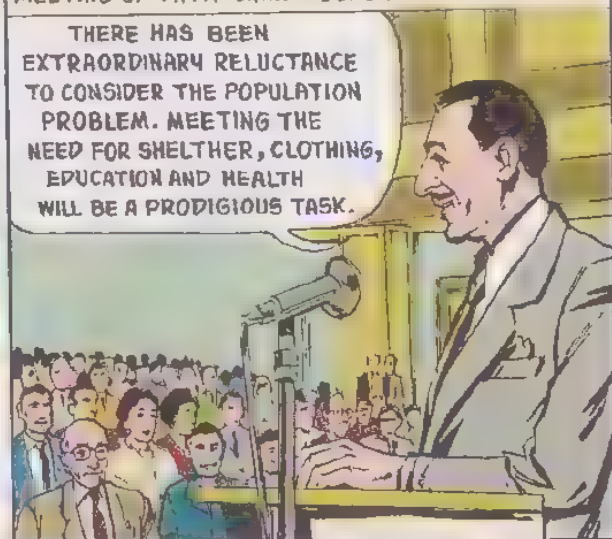
I BELIEVE POPULATION IS THE ROOT CAUSE OF OUR PROBLEMS.

BUT, JEH, OUR POPULATION IS OUR STRENGTH.



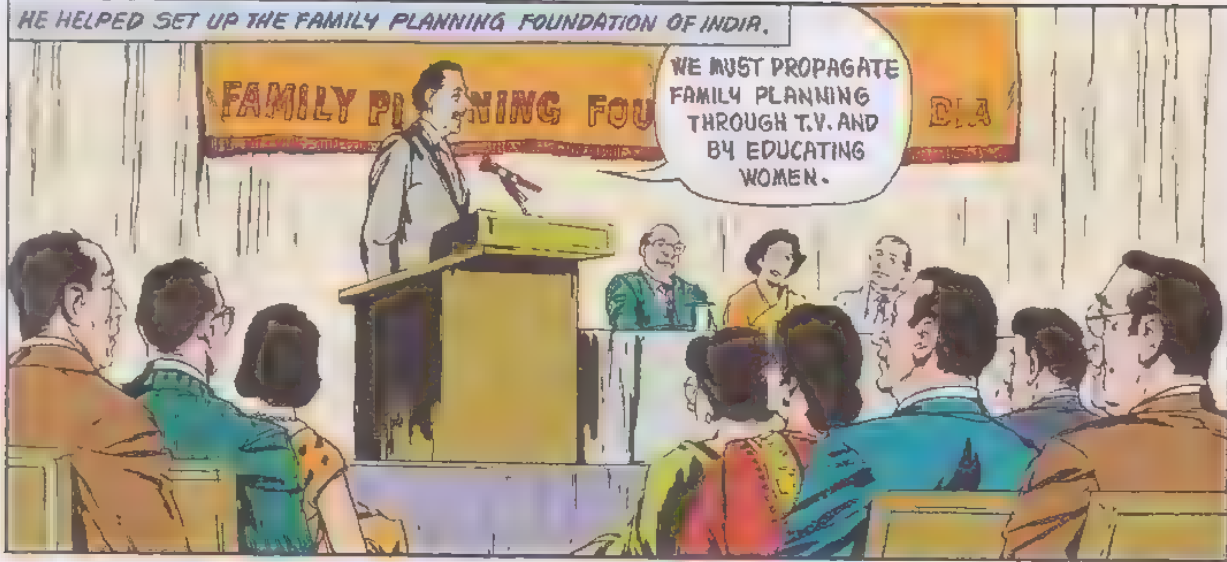
UNDETERRED, JRD BEGAN PROPAGATING THE MESSAGE ON HIS OWN, FROM EVERY PLATFORM. AT A MEETING OF TATA SHAREHOLDERS —

THERE HAS BEEN EXTRAORDINARY RELUCTANCE TO CONSIDER THE POPULATION PROBLEM. MEETING THE NEED FOR SHELTER, CLOTHING, EDUCATION AND HEALTH WILL BE A PRODIGIOUS TASK.



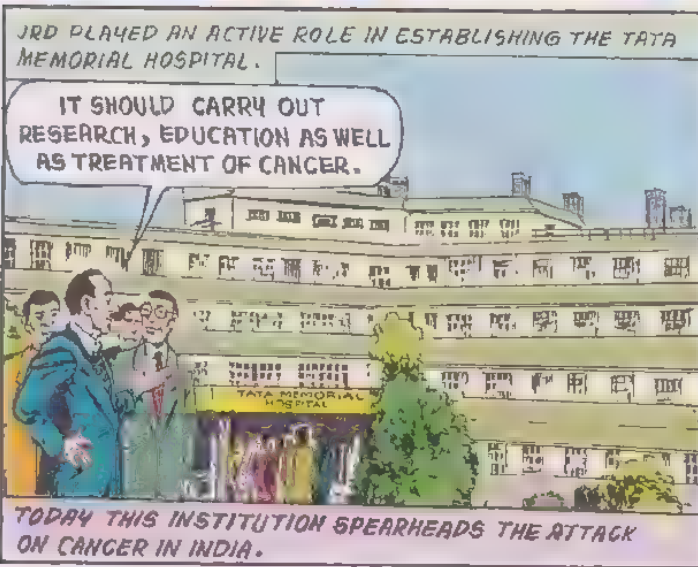
J.R.D. TATA

HE HELPED SET UP THE FAMILY PLANNING FOUNDATION OF INDIA.



JRD PLAYED AN ACTIVE ROLE IN ESTABLISHING THE TATA MEMORIAL HOSPITAL.

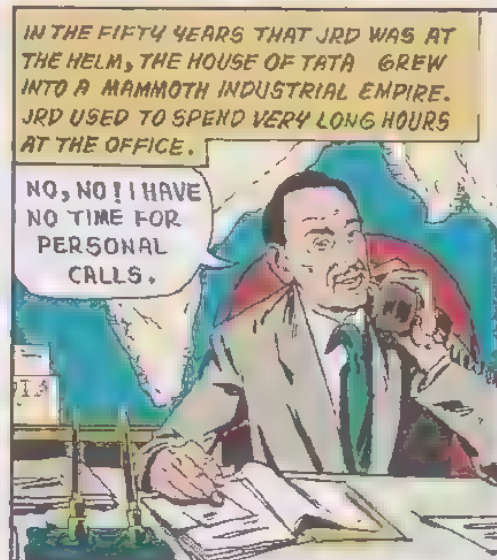
IT SHOULD CARRY OUT RESEARCH, EDUCATION AS WELL AS TREATMENT OF CANCER.



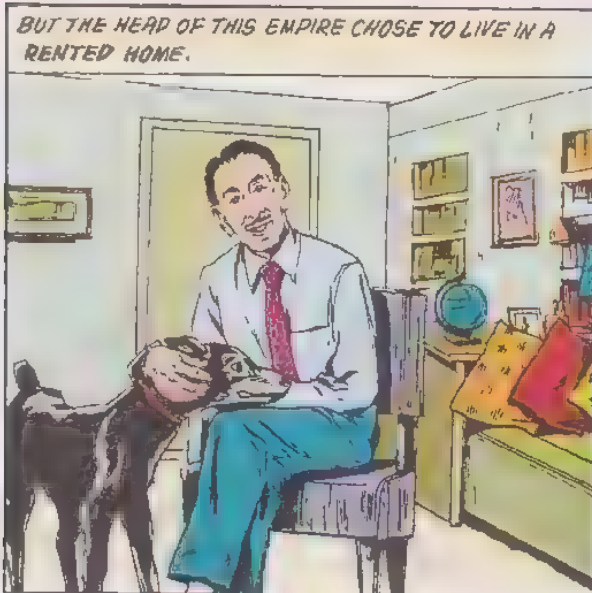
TODAY THIS INSTITUTION SPEARHEADS THE ATTACK ON CANCER IN INDIA.

IN THE FIFTY YEARS THAT JRD WAS AT THE HELM, THE HOUSE OF TATA GREW INTO A MAMMOTH INDUSTRIAL EMPIRE. JRD USED TO SPEND VERY LONG HOURS AT THE OFFICE.

NO, NO! I HAVE NO TIME FOR PERSONAL CALLS.



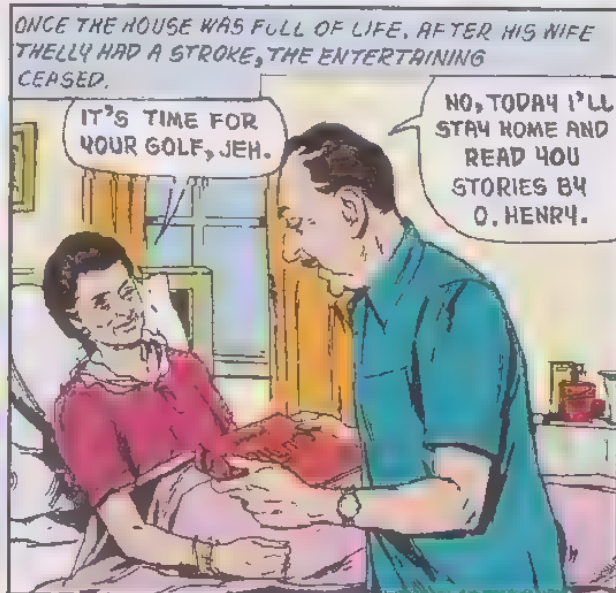
BUT THE HEAD OF THIS EMPIRE CHOSE TO LIVE IN A RENTED HOME.



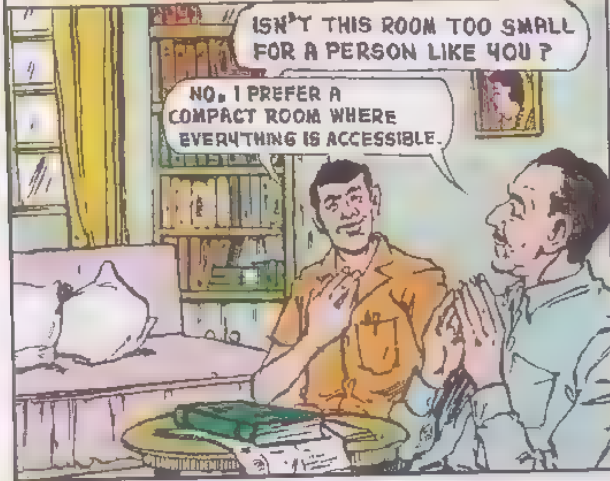
ONCE THE HOUSE WAS FULL OF LIFE, AFTER HIS WIFE THELMA HAD A STROKE, THE ENTERTAINING CEASED.

IT'S TIME FOR YOUR GOLF, JEH.

NO, TODAY I'LL STAY HOME AND READ YOU STORIES BY O. HENRY.



JRD'S OWN SMALL ROOM DOUBLED UP AS HIS STUDY AND BEDROOM.



ISN'T THIS ROOM TOO SMALL FOR A PERSON LIKE YOU?

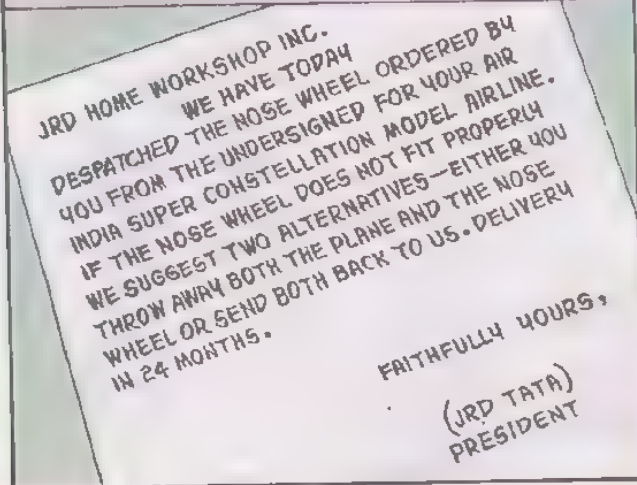
NO, I PREFER A COMPACT ROOM WHERE EVERYTHING IS ACCESSIBLE.

HIS FAVOURITE SPOT AT HOME, HOWEVER, WAS HIS WORKSHOP, WITH NEATLY ARRANGED SHELVES.



I MUST FINISH THE NOSEWHEEL JOB TODAY.

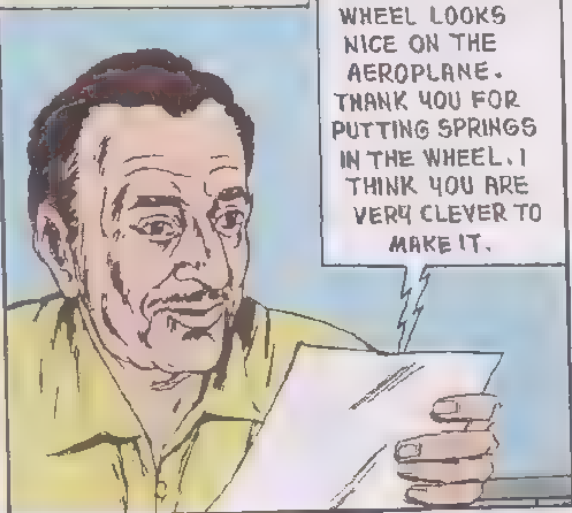
HE WAS EXECUTING AN ORDER FROM A 14 YEAR-OLD SON OF AN AMERICAN FRIEND. WHEN IT WAS DONE—



JRD HOME WORKSHOP INC.
WE HAVE TODAY
DESPATCHED THE NOSE WHEEL ORDERED BY
YOU FROM THE UNDERSIGNED FOR YOUR AIR
INDIA SUPER CONSTELLATION MODEL AIRLINE.
IF THE NOSE WHEEL DOES NOT FIT PROPERLY
WE SUGGEST TWO ALTERNATIVES—EITHER YOU
THROW AWAY BOTH THE PLANE AND THE NOSE
WHEEL OR SEND BOTH BACK TO US. DELIVERY
IN 24 MONTHS.

FAITHFULLY YOURS,
(JRD TATA)
PRESIDENT

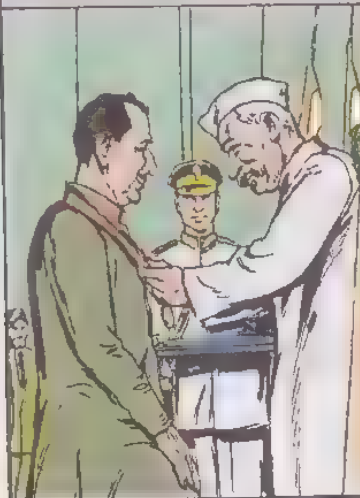
THE BOY WROTE BACK—



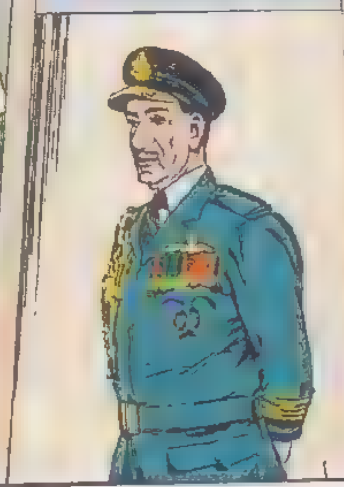
UNCLE JEH, THE
WHEEL LOOKS
NICE ON THE
AEROPLANE.
THANK YOU FOR
PUTTING SPRINGS
IN THE WHEEL. I
THINK YOU ARE
VERY CLEVER TO
MAKE IT.

APPRECIATION CAME IN OTHER FORMS ALSO TO JRD

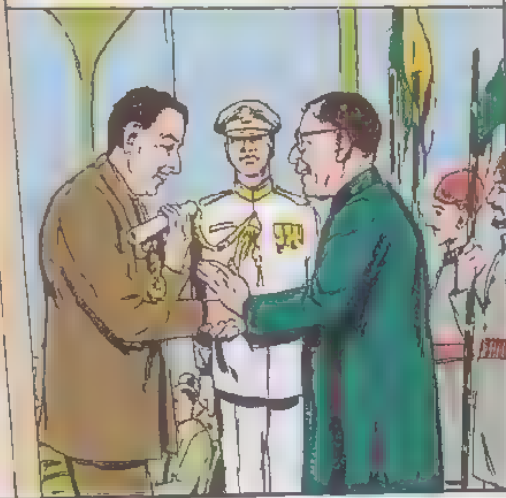
PADMA VIBHUSHAN — 1955



HONORARY
AIR VICE MARSHAL — 1974



BHARAT RATNA — 1992

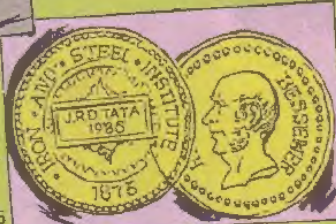


AND FROM ABROAD —



TONY JANNUS
AWARD, 1979

COMMANDER OF THE
FRENCH LEGION OF
HONOUR, 1983



BESSEMER MEDAL OF
THE INSTITUTE OF
METALS, LONDON, 1986

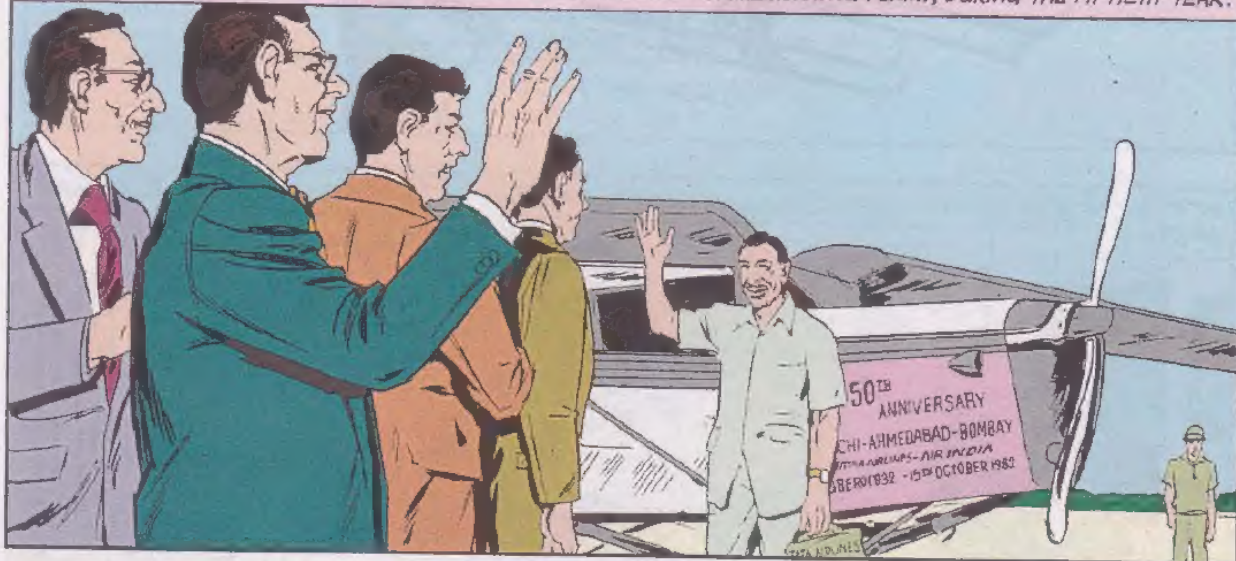


DANIEL
GUGGENHEM
MEDAL
AWARD, 1988

UN POPULATION
AWARD, 1992



IT WAS ON 15TH OCTOBER 1982 THAT JRD PLANNED THE SECOND COMMEMORATIVE FLIGHT, DURING THE FIFTIETH YEAR.



2000 EMPLOYEES OF TATA COMPANIES GAVE HIM A ROUSING RECEPTION TO CELEBRATE JRD RECEIVING THE BHARAT RATNA.



I'M GRATEFUL FOR THE LOVE
AND AFFECTION. THE ONE THING
THAT HAS MADE LIFE WORTHWHILE
IS THE FEELING OF BEING
ESTEEMED.

ADVANCING YEARS DID NOT DAMPEN HIS ZEST FOR ADVENTURE.



AT HEART HE WAS ALWAYS YOUNG. HE LOOKED FORWARD EAGERLY TO THE 21ST CENTURY AT THE AGE OF 87.



ANOTHER CAUSE FOR WHICH HE FOUGHT STEADFASTLY WAS THE ECONOMIC LIBERALISATION OF INDIA.



J.R.D. TATA

ON MARCH 28, 1991, JRD STEPPED DOWN FROM THE CHAIRMANSHIP OF TATA SONS.

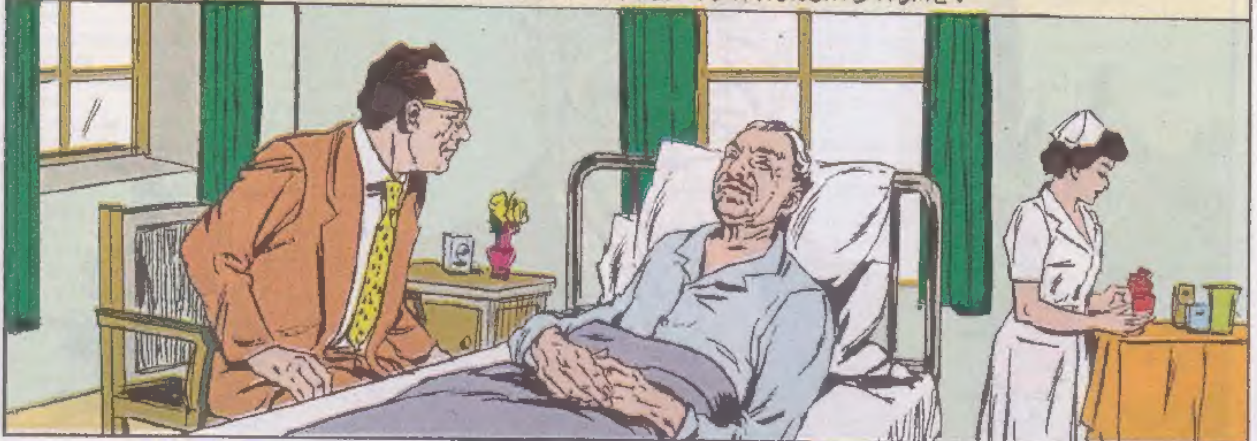


RATAN TATA TOOK OVER. BUT JRD WAS STILL CONSULTED ON MAJOR ISSUES.

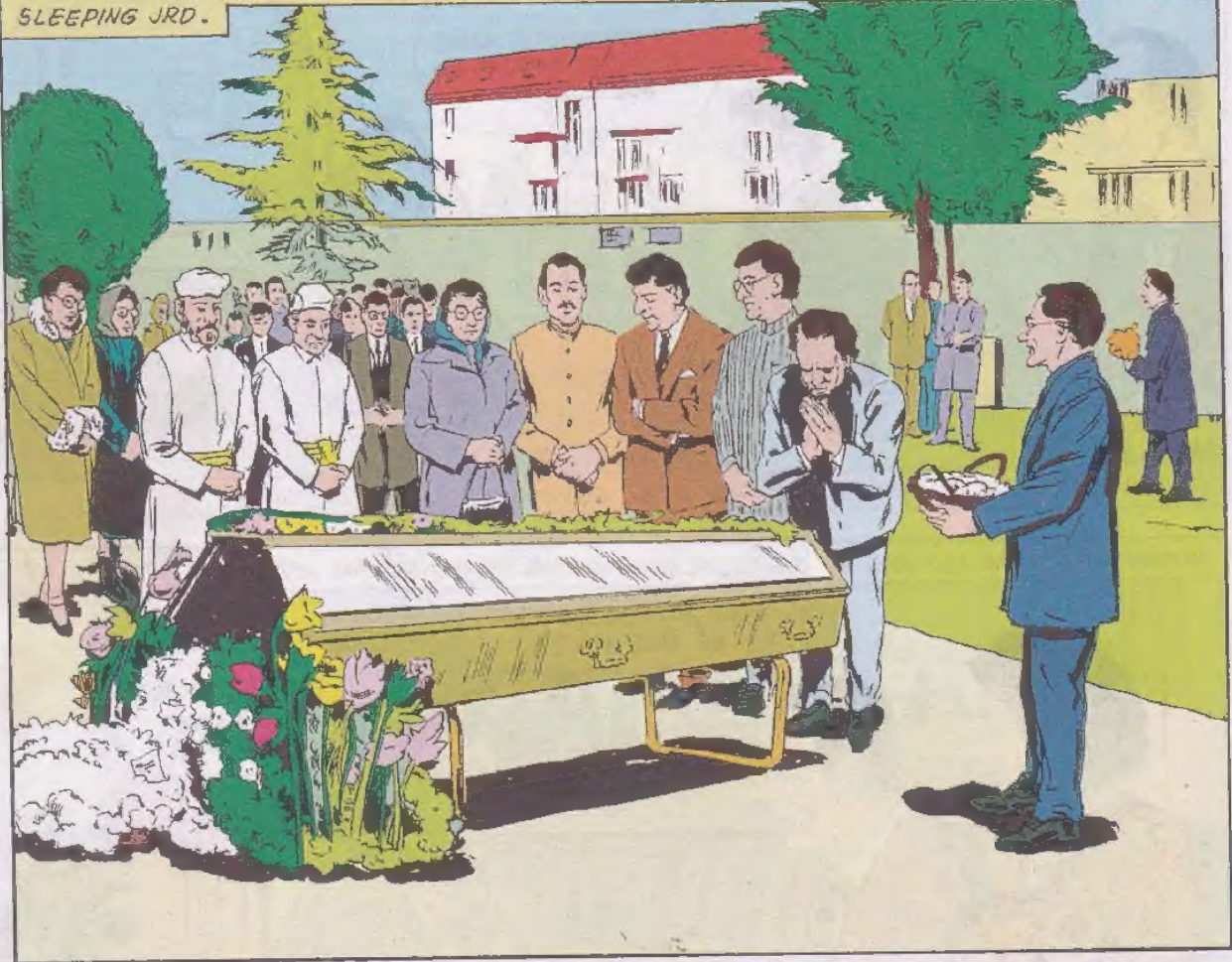
IN NOVEMBER 1993 JRD WAS AT SWITZERLAND FOR HIS USUAL ANNUAL HOLIDAY.



AS A RESULT OF A KIDNEY INFECTION HE WAS ADMITTED TO A NURSING HOME.



IN THE SILENCE OF THE WINTERY DAWN OF NOVEMBER 29, 1993, DEATH STOLE STEALTHILY ON A SLEEPING JRD.



THE QUIET CONQUEROR IS NO MORE BUT HE WILL CONTINUE TO INSPIRE GENERATIONS TO COME WITH HIS SIMPLE LIFE AND SPECTACULAR ACHIEVEMENTS.

